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ABSTRACT

This report contains a directory of job profiles in the tourist/hotel sector that is based on seven national monographs. It provides an instrument for comparing factors that characterize practitioners working in the sector in Germany, Spain, France, Greece, Italy, Portugal, and the United Kingdom. A methodological note discusses study objectives, the field, and the research procedure. The directory is a set of descriptive data sheets for these practitioners: (1) hotels (general manager in large, medium-sized, and small hotels--front office manager, receptionist, head housekeeper, room attendant, food and beverage manager, restaurant manager, waiter/waitress, head barperson, sommelier, head chef, chef, pastry chef); (2) agencies (agency manager, reservations supervisor, counter clerk); and (3) public sector promotion (marketing executive, tourist courier, information officer, activity organizer, tour guide, franchising and company aggregation consultant, development executive). Each data sheet describes the practitioner on the basis of five typical factors: name, role, tasks, occupational expertise, and duration of training. The comparative tables use descriptors of occupational tasks and vocational expertise. Bar charts show the duration of education and training. The following section comments on individual data sheets, supplementing the information they contain and clarifying certain aspects. Other sections discuss trends in the tourist market and training for careers. A bibliography lists the seven national monographs on which the report is based. (YLB)

ED348505

CEDEFOP European Community Directory of Job Profiles

Occupations in the Hotel Tourist Sector within the European Community

A Comparative Analysis

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European Community Directory of Job Profiles

Occupations in the Hotel Tourist Sector within the European Community

A Comparative Analysis

Giovanni Peroni **Duccio Guerra**

This research has been promoted by

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Foreword

This study on occupations in tourism is part of a broad range of experimental work undertaken by CEDEFOP for the purpose of clarifying job skill systems in Europe. The preliminary research has helped to assess the complex problem of arriving at a comparative analysis of occupations on an international scale. It has been because of the need to seek new solutions, especially in the methodological field, that the research findings are of a provisional nature. We are sure that the research will merit the attention and appreciation of those specialists in vocational training and tourism to whom it is addressed.

We should like to thank the authors, and Professor Giovanni Peroni in particular, for the expert advice and support that he and his colleagues have given.

Enrique Retuerto de la Torre

Deputy Director, CEDEFOP

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Introduction

This study is part of a broader project on the subject of job profiles planned and in part implemented by CEDEFOP. The final aim is to provide the bodies that make decisions on and manage vocational training with an instrument that can be used to compare "occupations", or the practitioners who work within various production sectors.

Essentially the aim is pragmatic, but it calls for the development of an analytical methodology for the comparison of job profiles in the different national contexts that obtain within European Community Member States.

Models do of course exist for analyzing the structure of job profiles, but they have been designed more for use in the national contexts to which they refer.

The aim of arriving at an international comparison means that the level of aggregation used in definitions has to be fairly high. If job profiles were to be defined in detail, the comparison exercise would be very difficult, if not impossible. It should also be borne in mind that, since the profiles have to be analyzed and described in the twelve national settings in the Community, the methodology and procedures adopted should meet the need to streamline the process and keep down costs.

The Directory of job profiles in the tourist/hotel sector is based on seven national monographs (see bibliographical note). The data in those monographs have been used in producing this report, which aims to provide an instrument for a comparative view of the factors that characterize practitioners working in the sector.

In the same sphere, CEDEFOP has also produced an instrument for the comparison of jobs in the fields of "Office Work" and "Engineering". This project adopts a methodological approach focusing on "occupational activity", grouped by "homogeneous functional areas". The end aim, obviously, is to describe the "job profile of practitioners" operating within the fields covered. For a more comprehensive picture of the complex thinking that underlies this work, however, the reader is referred to the report in which it is described (CEDEFOP — Community Directory of Job Profiles — November 1990).

We regard this work as "provisional" in that research and experiment are by their nature provisional and incomplete.

Methodological Note

Why compare?

If the Europe of tomorrow is to be a "Single Market", open to the free movement of persons and goods, the "job skills" of its citizens will undoubtedly play a not inconsiderable role. With this in mind, the "rapprochement" of training systems and the "equivalence" of job skills are likely to be the prerequisites for the free movement of workers.

It is probable that in the not too distant future the distances and differences that are a feature of training systems in Member States today will gradually diminish due to a process that has already begun, partly because of the fairly uniform advances in technology and production methods. This process is the alignment of training systems and product quality standards, and therefore the vocational skills and systems that go into the making of those products.

Before this happens, however, account should be taken of the differences that need to be known if they are not to slow down hamper and constrain the process of European integration. The main lesson is that instruments are needed to compare training systems, contents and goals.

The objectives

In this report, the aim has been to create an instrument for the comparison of job profiles in the tourist sector within the Community.

The aim of "comparing" implies not the identification or formalizing of the "equivalence" between job profiles but rather making them "transparent".

An analysis of the structure of job profiles should make it possible to compare the elements characterizing that structure within the Community, helping to pinpoint and appreciate the points of convergence and divergence for each practitioner. We use the more cautious words "pinpointing" and "appreciation" rather than "evaluation", since the instrument cannot be used to "evaluate" the similarities and dissimilarities, in that the analysis of practitioners goes no further than the general and fairly aggregate features of each one and does not provide sufficient information for a more detailed investigation.

The Directory is directed, as a priority, towards:

- bodies responsible for Community policies on vocational training;
- bodies responsible for consultation on and the organization of vocational training in the tourist sector;
- bodies responsible for the management of tourist-sector training.

This is essentially an information tool that can be used in many different ways, possibly even as a basis for further study and comparative analysis.

The field covered

The choice of methodology obviously depends on the general objectives. Given that the objective is to produce an instrument that can be used for comparing job profiles, the "practitioner" will be taken as the subject of analysis in order to identify the characteristic components of what he knows and what he does in his job.

The practitioner is examined within the actual production system and within the functional area in which he works.

It should be pointed out that the current process of change in both the organization and content of work means that the profiles produced and any analysis of those profiles are inevitably provisional.

The work would obviously be less provisional if the subject of analysis were not the "practitioner" but, for example, only the features of a given functional area or group of activities. Nevertheless, it is doubted whether a simple description of functional areas would help to achieve the aim of "comparing job profiles". It must be accepted that the description of practitioners in the Directory is fairly transitional and that the Directory should be designed as a dynamic instrument that needs to be updated from time to time.

In the research, the field of investigation adopted has been the tourist industry in seven European Community countries: Germany, Spain, France, Greece, Italy, Portugal and the United Kingdom.

"Tourism" has been chosen because in these seven countries it is a relatively homogeneous sector in terms of the type of product and the structure and organization of the system of tourist enterprises.

Since this is a pilot study, the decision has been taken to confine its geographical scope to seven Community States, selected because of the relative incidence of tourism in their production activity as a whole and because of the special nature of their training systems, especially their training system in the tourist sector.

The tourist sector, finally, has been broken down into three sub-sectors or branches, identified as three homogeneous functional areas: hotel, travel agency and public-sector work.

The practitioners

The practitioners operating in the sector of "tourism" and in the seven national contexts have been identified through CEDEFOP's creation of a network of seven groups (one per country) of sector experts. The networked experts have worked in their respective countries on the basis of common guidelines provided by CEDEFOP at joint meetings. There have been two separate phases in the research procedure:

A. Within the seven national contexts, an analysis of the structure of the tourist sector and the identification and description of characteristic features of the practitioners (profiles);

B. Synthesis at Community level.

(A) In implementing the first phase, it was seen as vital to find a method whereby the findings produced at national level could subsequently be aggregated and synthesized. As a result, joint methods of operation and common guidelines were established on:

(a) structuring the tourist sector and identifying functional areas;
(b) identifying practitioners for analysis;
(c) identifying the characteristic features of the practitioner and the format for describing those features.

(a) **Structure of the sector**: three sub-sectors were identified — hotel, agency and public-sector work — together with the functional areas in each sub-sector into which the various production activities are structured.

(b) **Identification of practitioners**: a concept of "sector-specific practitioners" or "practitioners typical of the tourist sector" had to be introduced. Practitioners were regarded as "typical" if their vocational, cognitive and application expertise refers solely or mainly to working content and methods specific to the tourist sector. Practitioners were not regarded as typical of the tourist sector if they belonged to two or more sectors, either because their general expertise and knowledge of their discipline prevailed over the occupational and sector-specific expertise (administrators, for example) or because the vocational expertise required in the work they do is low-level or non-existent (luggage porters, for example). As a result, only those practitioners typical of the tourist sector were chosen for analysis.

In the light of these considerations, it may well be advisable to diversify the methodological approach for the practitioners "typical" of a given sector and for "transversal" practitioners. It would be more appropriate to group and identify practitioners engaged on work that "cuts across" several sectors (administrators, secretarial workers, maintenance operators, etc.) within homogeneous areas than within specific sectors or branches.

It is of course realized that the criterion adopted in selecting practitioners — the "prevalence of occupational expertise" — is somewhat vague, especially as it is hard to define the dividing lines between general expertise and vocational expertise. General expertise always retains a measure of uniformity and is an indivisible human resource, irrespective of the situations — working or non-working — in which it is used.

(c) **Characteristic features**:
the aim of analyzing and describing the profiles of certain practitioners has meant that certain characteristic features have to be determined:

- title;
- role;
- vocational tasks;
- vocational skills;
  (general and sector-specific occupational expertise).

To make the format for descriptions as uniform as possible, a data sheet has been devised. It sets out the features characteristic of the practitioner and provides information on the typical education and training routes where his general and vocational expertise is acquired. Obviously it is here that all the

differences among national training systems are encountered; the only objective factor on which to base comparisons is the number of years' general education and vocational training. The data sheet then includes certain items of information in note form that will help to place the practitioner within the training system to which he belongs.

Part of the data sheet is allocated for a summary description of the thematic content of specialist expertise, i.e. the expertise — job knowledge — regarded as specific to work in tourism. It describes not the training curriculum but modules of vocational knowledge organized into thematic areas (corresponding to groups of vocational tasks).

The content of a job, and therefore the expertise that it entails, depends on certain variables such as the size of the employer and the organization and division of labour there. This is generally true of all the practitioners taken into consideration, but of some more than others. The "enterprise size" variable has been taken into account when considering the general manager of a hotel enterprise (large, medium-sized and small hotels).

The seven national "Directories" produced through the work of seven research institutes specializing in tourism have been used as the basis for the work of synthesis (phase B). The methodological approach has been directed towards making a comparison of the practitioners described in the seven national reports.

(B) A method of comparison

After checking that the data sheets describing each practitioner corresponded in the descriptors that they used, a comparison was made, taking each characteristic feature of the practitioner into separate consideration: role, vocational tasks and thematic modules of vocational expertise.

It became immediately apparent that the data sheet format and the agreements reached within the working group on description methods did not in themselves ensure that an immediate comparison could be made. A diversity of content had been foreseen, but there was also a great variety in the terms used to express that content. The diversity of terms had to be narrowed by introducing "descriptors", in other words common terms chosen without attempting to interpret the content of the formal term.

By standardizing the descriptive terms in this manner, a series of descriptive units (nomenclature) could be used that helped to verify, at least in form, all the data sheet descriptions on the practitioners included in the seven national studies.

Obviously the descriptions merely indicate the tasks and skills, and the level of aggregation is too general for their specific features to be assessed. The particulars of a given vocational task do not in themselves specify the quantity or quality of the actions entailed in performing that task. This constraint was accepted, however, in the initial working hypotheses especially as work — in common with every other human activity — is the sum total of a body of knowledge, capacities, abilities, aptitudes, experience and behaviour, all of which would be hard to describe, even harder to compare.

The data sheets and the practitioners

The Directory is a set of descriptive data sheets, printed on the back and front, for each of the following practitioners:

Hotels

- ❑ General Manager (large hotel)
- ❑ General Manager (medium-sized hotel)
- ❑ General Manager (small hotel)
- ❑ Front Office Manager
- ❑ Receptionist
- ❑ Head Housekeeper
- ❑ Room Attendant
- ❑ Food and Beverage Manager
- ❑ Restaurant Manager
- ❑ Waiter/Waitress
- ❑ Head Barperson
- ❑ Sommelier
- ❑ Head Chef
- ❑ Chef
- ❑ Pastry Chef

Agencies

- ❑ Agency Manager
- ❑ Reservations Supervisor
- ❑ Counter Clerk

Public sector, promotion

- ❑ Marketing Executive
- ❑ Tourist Courier
- ❑ Information Officer
- ❑ Activity Organizer
- ❑ Tour Guide
- ❑ Franchising and Company Aggregation Consultant
- ❑ Development Executive

We realize that producing a description of job profiles is in itself an arduous exercise, and that an international comparison of those profiles gives rise to a series of problems that do not readily lend themselves to a solution. This research has helped to identify the problems and to solve a few of them. Since the aim is to make the Directory easy to consult, we have used a data sheet with a simple structure but have closely followed the seven national monographs used as references.

Each data sheet describes the practitioner on the basis of five typical factors: name, role, tasks, occupational expertise and duration of training. These particulars are set out on the two sides of the data sheet:

front : name, role, tasks
back : occupational expertise, duration of training/experience

At the top left of the front is the identification code for the practitioner's branch, followed by the serial number. The letter R stands for practitioners in the HOTEL branch, the letter A refers to the AGENCY branch and the letter P is for practitioners working in the PUBLIC-SECTOR/PROFESSIONAL field.

The comparative tables have been constructed from an index of descriptors (of occupational tasks and vocational expertise thematic modules). The descriptors have been obtained by analyzing the descriptions contained in each of the seven national monographs (see bibliographical note) on which this research is based. This analysis has helped to reduce the standard contents of the description to common formal expressions (the descriptors). The descriptor indices are naturally linked with the descriptions in the national monographs, which ensure that they are comprehensive and clarify their levels of aggregation.

The reader should bear in mind that the bar charts showing the duration of education and training are purely for guidance, since there are many possible training routes of differing duration in each member State. The aim here has been to give some idea of the standard lengths of courses. Readers are referred to the individual national monographs for a more comprehensive description of the possible education/training routes for each practitioner.

	F	P	S	GR	D	UK	I
R1	Directeur d'entreprise	Director de hotel	Director de hotel	Diefthidis xenodochiu (megali monada)	Hoteldirektor (großes Hotel)	General manager (large hotel)	General manager (grandi aziende)
R2				Diefthidis xenodochiu (mesea monada)	Hoteldirektor (mittleres Hotel)	General manager (medium-sized hotel)	General manager (medie aziende)
R3				Diefthidis xenodochiu (mikri monada)	Hoteldirektor (kleines Hotel)	General manager (small hotel)	General manager (piccole aziende)
R4	Chef de réception	Chefe de recepçâ	Jefe de recepción	Proistamenos ipodochis	Empfangschef	Front office manager	Responsabile servizi ricevimento
R5	Réceptionniste d'hôtel	Recepcionista de hotel		Ipallilos ipodochis	Empfangssekretärin	Receptionist	Addetto al ricevimento e portineria
R6	Gouvernante d'hôtel	Governanta geral de andares	Gobernanta	Geniki proistameni orofou	Hausdame	Head housekeeper	Responsabile servizi alloggio/housekeeper
R7	Femme de chambre	Empregada de andares/Quartos		Orofokomos (kamariera)		Room attendant	Addetto ai servizi alloggio
R8	Directeur restauration rattaché à directeur d'hôtel	Director de alimentaçâo e bebidas		Diefthidis estiatoriou	Wirtschaftsdirektor	Food and beverage manager	Responsabile food and beverage
R9	Mâitre d'hôtel	Chefe de mesa/Maitre	Maître	Proistamenos estiatoriou	Mâitre d'hôtel	Restaurant manager	Responsabile distribuzione pasti
R10	Serveur	Empregado de mesa		Servitoros	Chef de rang	Waiter/Waitress	Addetto servizi ristorativi
R11	Barman/Responsable	Barman	Barman	Ipefthinos bar	Barchef	Head barperson	Responsabile servizi di bar
R12	Sommelier	Escançâo		Inochoos			Sommelier
R13	Chef de cuisine	Chefe de cozinha		Proistamenos magiriou (kouzinas)	Küchenchef	Head chef	Responsabile produzione pasti
R14	Cuisinier	Cozinheiro	Cocinero	Magiros	Chef de partie	Chef	Addetto alla preparazione dei pasti
R15	Pâtissier	Pasteleiro	Pastelero	Zacharoplastis			Chef pasticciere
A1	Chef d'agence de voyage	Director de agências de viagens	Director de agencia de viajes	Technokos diefthidis	Büroleiter	Travel agency manager	Direttore tecnico di agenzia di viaggi

	F	P	S	GR	D	UK	I
A2	Forfaitiste	Técnico de turismo (produção)	Jefe de oficina de agencia de viajes	Ipefthinos paragogis		Reservations supervisor	Responsabile di produzione
A3	Technicien vendeur	Técnico de turismo/ Operação	Vendedor de agencias de viajes	Ipefthinos polisseon kai kratisseon		Agency counter clerk	Addetto alle vendite, al ticketing e prenotazioni
P1		Promotor de turismo	Director de marketing	Idikos sto marketing/ provoli kai epikinonia		Marketing executive	Responsabile marketing promoz. e comunicaz. dell'immagine turistica
P2	Agent d'accueil et d'accompagnement de groupes touristiques				Reiseleiter (Standort)		Accompagnatore turistico
P3	Représentation local d'agence de voyager	Receptionista/ Técnico de informação turistica			Reiseleiter (Rundreise)	Information officer	Programmista di soggiorno
P4	Animateur touristique	Animador turistico	Animador turistico	Animateur	Animateur		Animatore turistico
P5	Guide - interprète	Guia intérprete nacional	Guia de turismo	Xenagoi	Reiseleiter/Studienreise	Tour guide	Guida turistica
P6				Idikos sto franchising kai stin sinchonefsi touristikon epichirisseon			Consulente di franchisin e aggregazione d'impres
P7	Responsable local de développement et de promotion touristique	Técnico de anàlise de projectos			Kur und Verkehrsdirektor	Development executive	
	Typical practitioners in individual countries						
	Concierge ou préposé aux informations	Director de alojamento Director de restaurante Promotor de vendas	Jefe de conserjería Jefe de sala de discoteca Administrativo comercial de agencias de viajes		Personalchef Kaufmännischer Direktor Commis de cuisine Leiterin der Wäschekammer Wäschebeschließerin Chefportier Page Reizebüroexpedient Mitarbeiter im Verkehrsamt/ Kurverwaltung	Barperson General manager Technical manager Marketing product manager Resort representative/ Courier General manager/Director Administration executive Conference/Business travel executive	Organizzatore di congressi

***R1* - Directeur d'hotel (grand) - Director de hotel - Director de hotel - Diefthidis xenodochiu (megali monada) - Hoteldirektor (großes Hotel) - General manager (large hotel) - General manager (grandi aziende)**

Comparative table: tasks

F			3	4	5			8	9	10		12																			
P		2				5	6		8	9	10								18												
S								7	8	9	10			13																	
GR	1	2						7				11	12	13																	
D													12	13	14	15	16														
UK	1		3			6	7	8	9	10																					
I	1	2				6		8						13				17		19											

Vocational role

F	is responsible for the running of the hotel, and therefore for the achievement of its objectives
P	is responsible for the running of the hotel, and therefore for the achievement of its objectives
S	is the person who has the responsibility for management of the hotel
GR	is responsible for the hotel's strategies
D	is responsible for management of the hotel
UK	is responsible for management of the hotel
I	represents all the interests present in the hotel and is responsible for achieving its objectives

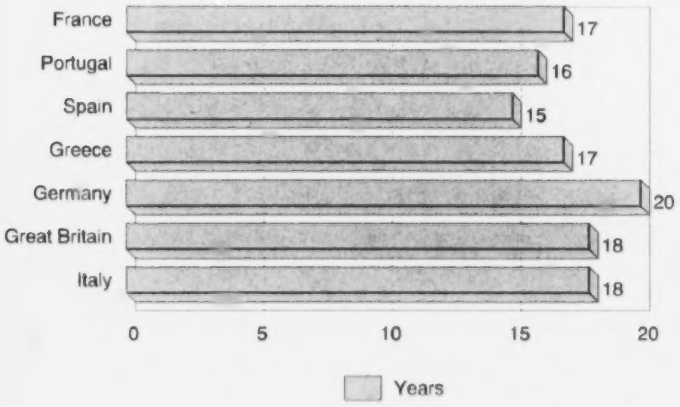
Task descriptors

1. Determines hotel tactics
2. Determines marketing and management strategy for the hotel's management
3. Formulates management policies
4. Formulates marketing policies
5. Formulates development policies
6. Plans the work of the hotel departments
7. Schedules the work of the hotel departments
8. Coordinates the work of the hotel departments
9. Monitors the work of the hotel departments
10. Organizes the work of the hotel departments
11. Introduces corrective measures
12. Develops the hotel's public relations and reaches cooperation contracts and agreements
13. Coordinates staff planning and motivation of human resources
14. Plans market research
15. Plans advertising
16. Plans marketing
17. Monitors hotel effectiveness and efficiency
18. Provides information on the results achieved and current management measures
19. Identifies, harmonizes and determines management objectives in general outline

Comparative table: training modules

F	1	2	3	4	5			8	9								18	19										
P		2	3	4	5			8	9	10	11					16		18	19									
S	1		3					8			11					16	17				22		24					
GR	1		3	4		6		8		10	11	12			15		17	18				23		25				
D	1	2						8			11	12	13	14			17				21		24					
UK	1			4		6		8				12						18				22						
I	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18		20			23					

Number of years' education and training



Expertise descriptors

1. Breakdown of hotel structure into units and departments: tasks and duties tables
2. Tourism and environmental economics
3. Accounting and cost analysis principles
4. Budgeting principles and methods
5. Costing principles and methods
6. Budget formulation and analysis methods
7. Relations with intermediaries and setting up sales plans
8. Marketing management - market research and marketing instruments
9. Strategic marketing
10. Product and competition analysis
11. The psychology of tourism
12. Legal status of tourist enterprises
13. Contract law in field of tourism
14. Tax and currency regulations applicable to tourist enterprises
15. Sources of funding for tourism, and financial planning methods
16. Leadership techniques (exercise of management function)
17. Public relations methods
18. Human resource management and optimization
19. Quality control methodologies
20. Work organization
21. Internal sales methods
22. Hotel work planning and scheduling methods
23. Basics of management for tourist enterprises
24. Sociology of tourism
25. Editorial publicity methods

***R2* - Diefthidis xenodochiu (mesea monada) - Hoteldirektor (mittleres Hotel) - General manager (medium-sized hotel) - General manager (medie aziende)**

Comparative table: tasks

| | | |

Comparative table: training modules

| | | |

R3 **- Diefthidis xenodochiu (mikri monada) - Hoteldirektor (kleines Hotel) - General manager (small hotel) - General manager (piccole aziende)**

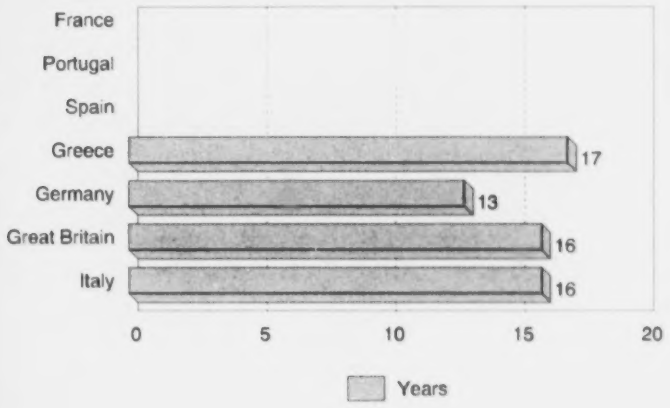
Comparative table: tasks

| | | |

Comparative table: training modules

F																																	
P																																	
S																																	
GR		2	3	4		6		8					13	14	15					20													
D		2				6		8		10			13			16	17			20													
UK		2	3	4		6			9									17	18	19		21											
I	1	2	3	4	5	6	7	8	9	10	11	12	13	14								21											

Number of years' education and training

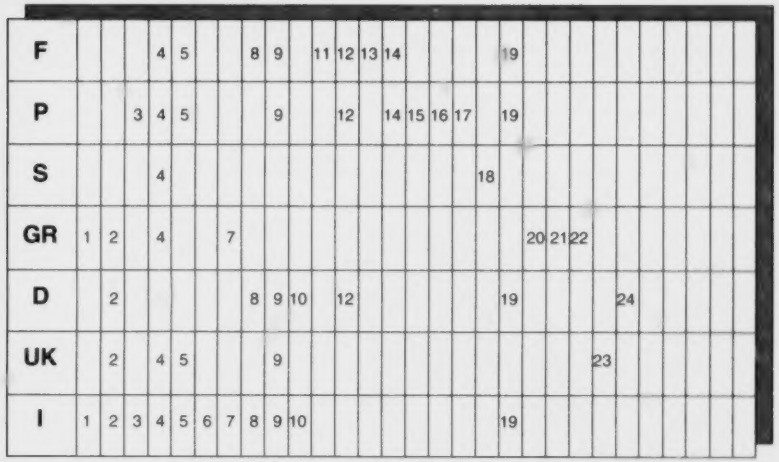


Expertise descriptors

1. Basics of management for tourist enterprises
2. Breakdown of hotel structure into units and departments: tasks and duties tables
3. Principles of accounting and cost analysis
4. Budgeting principles and methods
5. Costing and pricing principles and methods
6. Marketing management - marketing instruments
7. Strategic marketing
8. The psychology of tourism
9. Legal status of tourist enterprises
10. Contract law in the field of tourism
11. Tax and currency regulations applicable to tourist enterprises
12. Leadership techniques (exercise of management function)
13. Public relations methods
14. Human resource management and optimization
15. Financial planning methods
16. The economics of tourism and the environment
17. Sociology of tourism
18. Organization and management in the food and beverage sector
19. Organization and monitoring of reception and housekeeping service
20. Sales techniques
21. Quality
22. Hotel work planning and scheduling methods

_R4_ - Chef de réception - Chefe de recepçâ - Jefe de recepción - Proistamenos ipodochis - Empfangschef - Front office manager - Responsabile servizi ricevimento

Comparative table: tasks



F				4	5			8	9		11	12	13	14				19									
P			3	4	5				9			12		14	15	16	17		19								
S				4														18									
GR	1	2		4			7												20	21	22						
D		2						8	9	10		12							19				24				
UK		2		4	5				9													23					
I	1	2	3	4	5	6	7	8	9	10									19								

Vocational role

F	is responsible for organizing the sector
P	is responsible for organizing the front office
S	is the organizational manager of the reception function
GR	is the coordinator of the front office
D	is responsible for the running of reception
UK	is responsible for the running of reception
I	is the point of intersection and encounter between the hotel and its guests

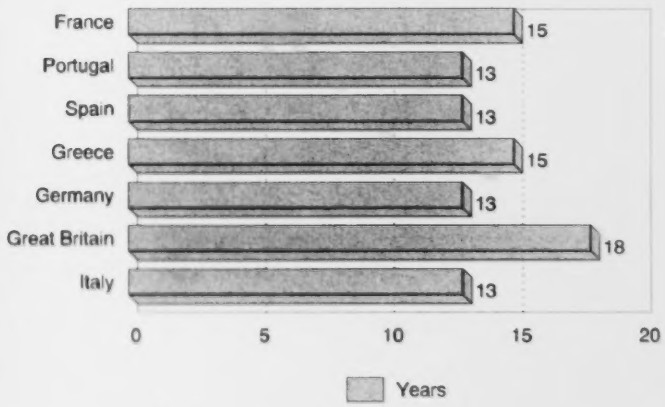
Task descriptors

1. Defines and monitors the implementation of policies on service quality and customer satisfaction
2. Ensures that policies on maximizing room occupancy are implemented
3. Briefs other departments on guests' wishes and expectations
4. Supervises reception work and is responsible for the motivation of human resources
5. Cooperates on defining booking managing policies and supervises the implementation of that policy
6. Cooperates on defining policies on in-hotel guest management and supervises their implementation
7. Supervises the work done in the housekeeping department
8. Sets pricing policies and ensures that they are applied
9. Has organizational responsibility for in-hotel guest accounting and for associated fiscal and cash activities
10. Defines guest credit management policies and procedures
11. Analyzes the department's results
12. Defines complaint management methods
13. Cooperates with the hotel porter on the transmission of information
14. Takes care of the security of guests and their property
15. Plans guest flow
16. Provides information to guests
17. Supervises the distribution of correspondence to guests
18. Deputizes for the manager
19. Coordinates front office work with that of other hotel departments
20. Cooperates on pricing
21. Cooperates on market research
22. Cooperates on public relations
23. Markets the hotel and its products in accordance with policies laid down by management
24. Defines and supervises guest reception methods

Comparative table: training modules

F	1	2	3			6	7		9	10	11			14	15	16	17	18													
P	1	2	3			6	7			10				14		16		18													
S	1		3					8						14			17	18													
GR	1	2			5	6		8		10	11		13	14																	
D		2	3			6	7	8	9	10	11	12	13	14	15																
UK		2		4				8		10	11			14					19	20	21										
I	1	2	3	4	5	6	7	8	9	10	11	12	13	14			17														

Number of years' education and training



Expertise descriptors

1. Front office tasks and organizational structures
2. Principles and techniques of guest account bookkeeping, invoicing and cashier work
3. Relations with intermediaries and sales plan organization
4. Marketing management - marketing instruments
5. Strategic marketing
6. Merchandising principles and methods
7. Internal sales methods
8. Methodologies and techniques of in-hotel guest management
9. Principles of management applied to hotel enterprises
10. Breakdown of hotel structure into units and departments: tasks and duties tables
11. Human resource management and optimization
12. Operating procedures for the provision of hotel services
13. The psychology of tourism
14. Techniques and methodologies applicable to the use of computer systems
15. The structure of the tourist market
16. Quality control methodologies
17. Complaints management techniques
18. Principles and regulations associated with the monitoring of the security of property and persons
19. The law on tourism
20. Front office budgeting

***R5* - Réceptionniste d'hôtel - Recepcionista de hotel - Ipallilos ipodochis - Empfangssekretärin - Receptionist - Addetto al ricevimento e portineria**

Comparative table: tasks

F	1	2	3	4				8	9				13	14	15	16																								
P	1		3	4	5	6		8						14			17																							
S																																							
GR				4	5	6		8		10				14				18																					
D					5	6		8						14			17		19																				
UK	1		3	4				8	9	10					15																								
I	1	2	3	4	5	6	7	8	9	10	11	12	13																										

Vocational role

F assumes practical responsibility for reception

P assumes practical responsibility for reception

S assumes practical responsibility for reception

GR assumes practical responsibility for reception

D assumes practical responsibility for reception

UK is responsible for receiving hotel guests

I assumes practical responsibility for reception

Task descriptors

1. Takes bookings
2. Sells rooms
3. Assigns rooms
4. Provides information on the hotel and its location
5. Issues invoices
6. Acts as cashier
7. Arranges for safekeeping of valuables
8. Keeps guest records (check-in)
9. Keeps guests' accounts
10. Forwards information to other hotel departments
11. Hands over keys
12. Has in-hotel security supervision tasks
13. Takes charge of guests
14. Receives guests
15. Uses electronic and computerized means of communication
16. Produces the hotel's statistics
17. Receives guests' complaints
18. Schedules bookings
19. Monitors the work of subordinates

Comparative table: training modules

| | | |

***R6* - Gouvernante d'hôtel - Governanta geral de andares - Gobernanta - Geniki proistameni orofou - Hausdame - Head housekeeper - Responsabile servizi alloggio/housekeeper**

Comparative table: tasks

F	1	2			5	6	7	8	9	10	11	12							20											
P		2	3		5			8					13	14	15	16														
S		2	3														17													
GR		2	3	4	5								13				17	18												
D		2	3	4	5					10		12		14					19											
UK					5			8	9				13																	
I		2	3	4	5									14																

Vocational role

F	is responsible for planning and organizing the housekeeping sector
P	is responsible for organizing the running of room floor service
S	is responsible for organizing the running of room floor service
GR	plans the work done on the room floors
D	is responsible for the management of room floor service
UK	is responsible for the management of room floor service
I	is responsible for organizing the running of room floor service

Task descriptors

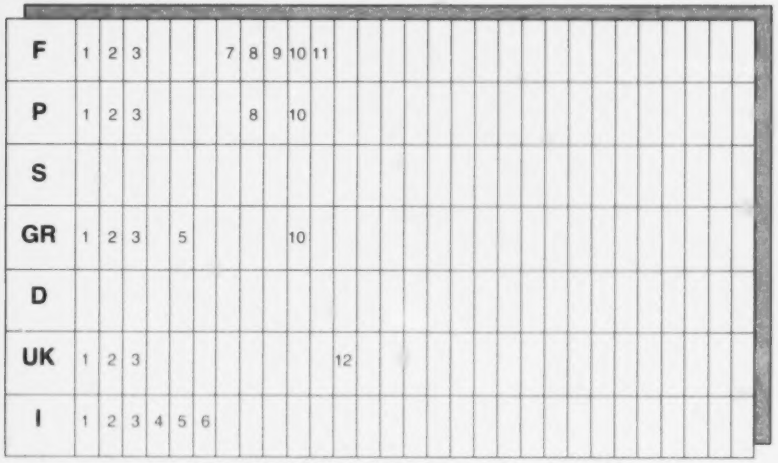
1. Receives and forwards information
2. Checks on service quality
3. Arranges for fitting out the hotel
4. Creates the atmosphere of bedrooms and public areas
5. Coordinates the work of staff
6. Checks on room occupancy
7. Plans installation of furniture and fittings
8. Maintains relations with guests
9. Checks on service costs
10. Trains staff
11. Motivates staff
12. Collaborates on the choice of cleaning materials and equipment
13. Manages the materials storeroom
14. Organizes work on the bedroom floors
15. Conducts quality control of guests' laundry service
16. Collects and safeguards property left behind by guests
17. Is responsible for management of hotel laundering
18. Checks on the operation of laundry machinery
19. Checks on guest security
20. Chooses own staff

Comparative table: training modules

| | | |

_R7_ - Femme de chambre - Empregada de andares/Quartos - Orofokomos (kamariera) - Room attendant - Addetto ai servizi alloggio

Comparative table: tasks



Vocational role

F In charge of tidying, preparing and routine maintenance of bedroom units

P In charge of tidying, preparing and routine maintenance of bedroom units. Is also responsible for the proper use of hotel linen

S

GR is responsible for tidying and preparing bedrooms

D

UK is responsible for bedroom cleaning

I In charge of tidying, preparing and routine maintenance of room units

Task descriptors

1. Cleans and tidies bedrooms
2. Cleans and tidies bathrooms
3. Cleans and tidies public areas of the hotel
4. Arranges for routine maintenance in bedrooms
5. Helps to settle the guest in room and responds to his/her needs and requests
6. Provides luggage service
7. Uses cleaning materials according to their purpose, aiming for both the economy and quality of work
8. Hands over property left behind by guests
9. Provides breakfast service
10. Checks on bedrooms and notes required repairs
11. Restocks mini-bar
12. Reports that rooms are ready for new guests

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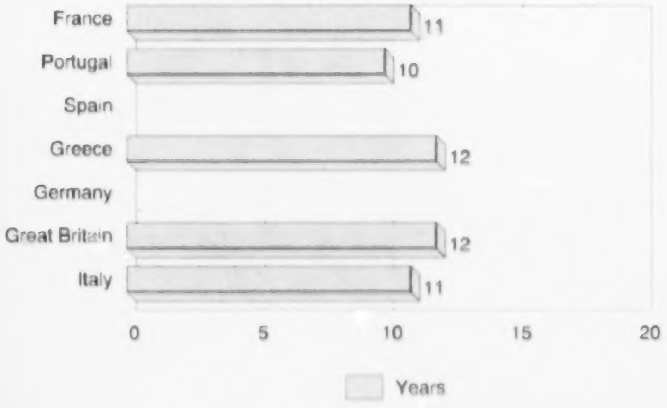
Comparative table: training modules

F	1	2	3	4	5	6	7
P	1	2		4	5	6	7
S							
GR			3	4	5		7
D							
UK		2	3	4			7
I			3	4	5		7

Number of years' education and training

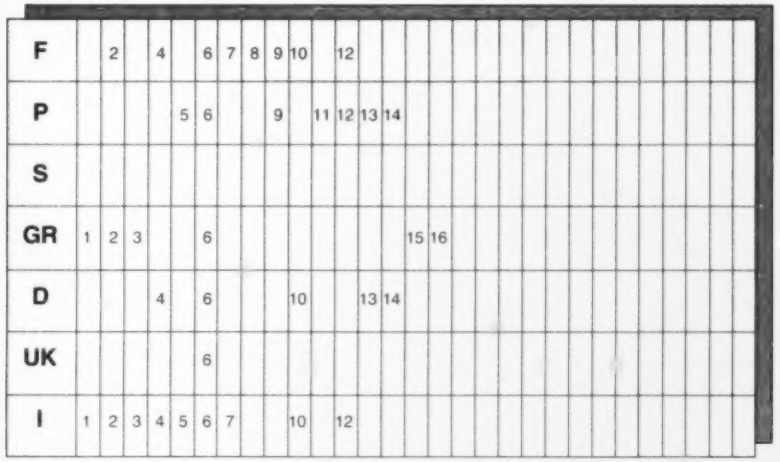


Expertise descriptors

1. Housekeeping service tasks and organizational structure
2. Techniques and working procedures for tidying/cleaning rooms and public areas
3. Familiarity with the use of technical materials and equipment
4. Familiarity with the maintenance of main items of equipment
5. Structuring of hotel into departments and services
6. Concept of quality in the hotel trade
7. The techniques of handling guests

***R8* - Directeur de la restauration rattaché à directeur d'hôtel - Director de alimentaçâo e bebidas - Diefthidis estiatoriou - Wirtschaftsdirektor - Food and beverage manager - Responsabile food and beverage**

Comparative table: tasks



Vocational role

F is responsible for the quality of catering and for organizing the catering department

P is responsible for planning the catering department

S

GR is responsible for the quality of catering and for organizing the catering department

D is responsible for the organization and running of the department

UK is responsible for supervising operations associated with catering

I is responsible for organizing the catering function

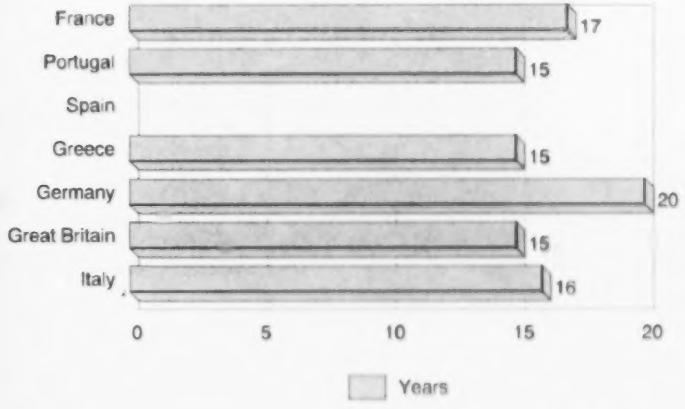
Task descriptors

1. Is responsible for banqueting, from market research to deciding on the product with the client
2. Analyzes the cost of meals, with due regard to information received from other departments of the hotel
3. Determines prices, with due regard to information received from other departments of the hotel
4. Selects suppliers
5. Oversees storeroom management and the conservation of raw materials
6. Coordinates and organizes catering services (kitchen, restaurant, storerooms, bar)
7. Supervises the quality of service and food
8. Checks on and provides for the maintenance of machines and equipment
9. Checks on menu rotation
10. Cooperates on restaurant marketing and promotion
11. Coordinates the catering service provided on the room floors and staff canteen
12. Coordinates, supervises, motivates and organizes human resources available to the catering department
13. Forwards information to financial departments
14. Compiles reports on the work of the department
15. Organizes and coordinates the bar service
16. Determines catering policy in the light of information provided by marketing

Comparative table: training modules

F	1			4	5	6	7			11	12	13	14	15	16																
P	1		3	4	5					11	12	13		15	16	17			21												
S																															
GR	1		3	4	5	6			9	10		12	13																		
D	1	2	3	4			7		9	10		12	13		15	16		18	19												
UK		2		4		6							13				17	18	19				23	24							
I	1	2	3	4	5	6	7	8	9	10	11	12	13		15				19	20	21	22									

Number of years' education and training



Expertise descriptors

1. The tasks and organizational structure of catering departments' structuring of the hotel into departments and services
2. Work organization and the dynamics of personal relationships
3. Planning catering work and menu rotation
4. Meal cost analysis and pricing techniques
5. Food hygiene and safety regulations for staff and guests
6. Tourist marketing and merchandising techniques
7. Market analysis and assessing the competition
8. Catering service for special occasions
9. Catering technology and equipment maintenance regulations and standards
10. Selecting suppliers and procurement methods
11. Leadership methods
12. Internal communication methods
13. Human resource management and optimization
14. Food preparation methods
15. Methods of interpreting clientele wishes and expectations
16. Quality control principles and methods
17. The law on tourism and regulations for food producers
18. Choice and use of computerized systems
19. Customer relations techniques
20. Credit and customer account management
21. Management of stocks in storeroom
22. Basics of management for tourist enterprises
23. Catering enterprise budgets
24. Complaints management methods

***R9*- Maître d'hôtel - Chefe de mesa/Maitre - Maître - Proistamenos estiatoriou - Maître d'hôtel - Restaurant manager - Responsabile distribuzione pasti/ maître**

Comparative table: tasks

F	1	2		4								12	13	14	15	16															
P	1	2		4							11				15	16	17	18													
S	1	2											13						19												
GR	1		3	4	5				9			12				16					20	21	22								
D	1	2	3	4								12										21									
UK	1	2	3									12						18													
I	1	2	3	4	5	6	7	8	9	10		12	13				17														

Vocational role

F is responsible for organizing the restaurant

P is responsible for organizing the restaurant

S is responsible for restaurant operations

GR is responsible for the running of the restaurant

D is responsible for the running of the restaurant

UK is responsible for the running of the restaurant

I is responsible for organizing the restaurant

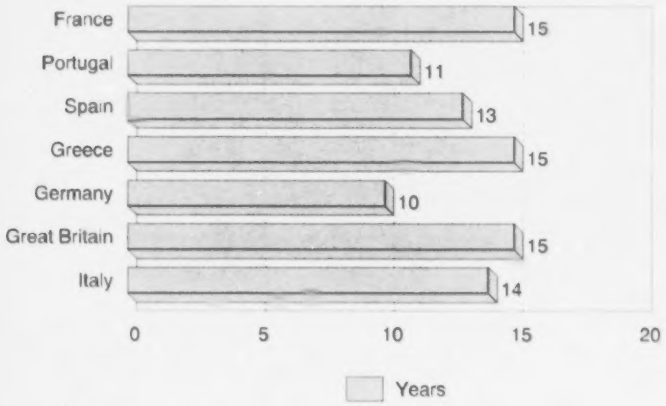
Task descriptors

1. Organizes restaurant service and supervises the work of staff
2. Checks on the phases of meal service and restaurant work
3. Arranges staff shifts
4. Greets guests
5. Accompanies guests to tables
6. Intervenes in service on special occasions
7. Presents menus
8. Takes orders
9. Interprets guests' wishes and expectations and recommends choices
10. Informs the management of guests' wishes and expectations
11. Receives and deals with complaints
12. Acts as intermediary between the restaurant, guests and the back office
13. Sells the products
14. Checks on table settings
15. Checks on and enforces hygiene and safety rules
16. Cooperates on the preparation of menus
17. Checks on the cleaning of tables and the restaurant
18. Checks on and informs the management of the status of business in the restaurant
19. Makes an inventory of equipment and fittings
20. Plans and supervises work for special gatherings
21. Cooperates with management on product cost analysis
22. Cooperates with the choice of supplies and the storage of materials

Comparative table: training modules

F	1	2	3	4	5	6	7	8	9	10							18														
P	1	2	3	4	5	6			9	10					15		17	18													
S	1	2	3	4			7		9		11	12	13	14				18													
GR	1	2		4	5				9					14	15																
D	1		3	4	5	6			9		11		13	14		16					21										
UK			3			6			9									18	19	20	21			24	25						
I	1		3			6			9	10	11			14	15	16	17	18		20		22	23								

Number of years' education and training



1. The structuring of the hotel into departments and services
2. Catering technology and regulations on equipment maintenance
3. Work organization and the dynamics of personal relationships
4. Principles and techniques of menu and drinks menu formulation
5. Meal cost analysis and pricing methods
6. Customer relations techniques
7. Credit and customer account management
8. Choice and use of computerized systems
9. Food hygiene and safety regulations for staff and guests
10. Internal communication methods
11. Basics of culinary techniques
12. Oenology and the matching of wines to foods
13. National and international gastronomic terminology
14. Catering for special occasions
15. Tourist marketing and merchandising techniques
16. The psychology of tourism. Clientele's decision-making models
17. Leadership techniques
18. Table service procedures and table setting techniques
19. Financial control
20. Budgeting
21. Complaints management methods
22. Elementary knowledge of management as applied to tourist enterprises
23. Motivating staff to market products
24. The law on tourism
25. Management of stocks in storeroom

***R10* - Serveur - Empregado de mesa - Servitoros - Chef de rang - Waiter/ Waitress - Addetto ai servizi ristorativi**

Comparative table: tasks

F	1	2	3	4	5	6	7	8	9	10																													
P	1		3			6	7		9	10	11	12	13		15	16																							
S																																						
GR	1	2	3	4																																			
D	1	2	3	4	5																																		
UK	1	2												14																									
I	1	2	3	4	5	6																																	

Vocational role

F	is responsible for the actual provision of the service
P	is responsible for the actual provision of the service
S	is responsible for the actual provision of the service
GR	is responsible for the actual provision of the service
D	is responsible for the actual provision of the service
UK	is responsible for the actual provision of the service
I	is responsible for the actual provision of the service

Task descriptors

1. Serves food and drink at table
2. Caters for guests' needs and requests
3. Sets tables and prepares restaurant, checks on tables and restaurant
4. Advises guests
5. Explains the content of the menu and how dishes are prepared
6. Takes orders
7. Provides room service
8. Carries out preparations in the restaurant
9. Makes out bills
10. Takes payment for bills
11. Greets guests
12. Deals with complaints
13. Serves aperitifs
14. Works with the kitchen staff
15. Tidies materials and checks on their condition
16. Receives goods from suppliers

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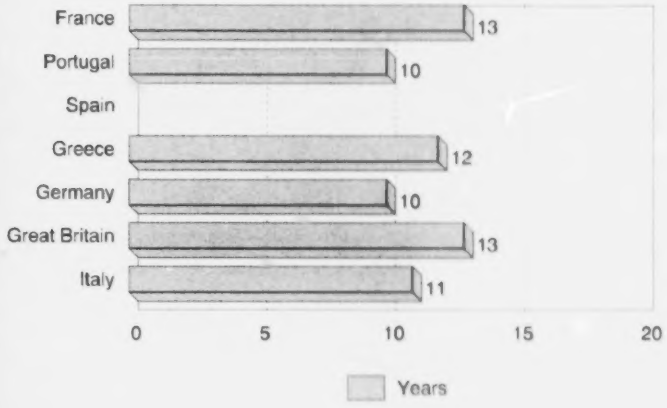
Comparative table: training modules

F	1	2				6		8									17		19													
P	1	2	3	4	5	6	7	8	9	10				14					19	20												
S																																
GR	1			4	5	6	7			10																						
D	1		3	4	5	6	7	8	9			12	13				17		19													
UK		2		4	5	6		8					13	14	15	16	17															
I	1	2	3	4	5	6	7			10	11							18														

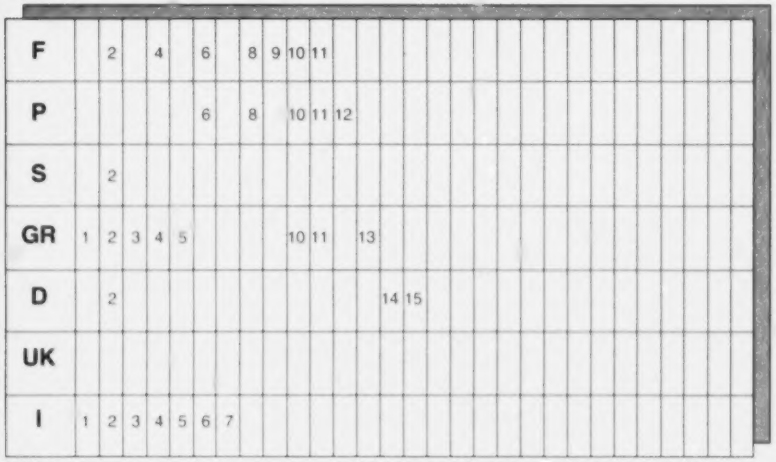
Number of years' education and training



1. The structuring of the hotel into departments and services
2. Catering technology and regulations on equipment maintenance
3. Work organization and the dynamics of personal relationships
4. Customer relations techniques
5. Basics of culinary preparation
6. Table service procedures and laying techniques
7. Food hygiene and safety regulations for staff and guests
8. Credit and customer account management. Making out bills
9. Use of computerized systems
10. Catering for special occasions
11. Tourist marketing and merchandising techniques
12. The psychology of tourism. Clientele's decision-making models
12. The law on tourism
14. National and international gastronomic terminology
15. Oenology and the matching of wines to foods
16. Cost analysis
17. Internal communication methods
18. Motivating staff to market products
19. Room service catering
20. Complaints management methods

***R11* - Barman/responsable de bar - Barman - Barman - Ipefthinos bar - Barchef - Head barperson - Responsabile servizi di bar**

Comparative table: tasks



Vocational role

F	is responsible for organizing and running the bar
P	is engaged on typical bar work
S	is responsible for organizing and running the bar
GR	is responsible for organizing and running the bar
D	is responsible for organizing and running the bar
UK	is responsible for organizing and running the bar
I	is responsible for organizing and running the bar

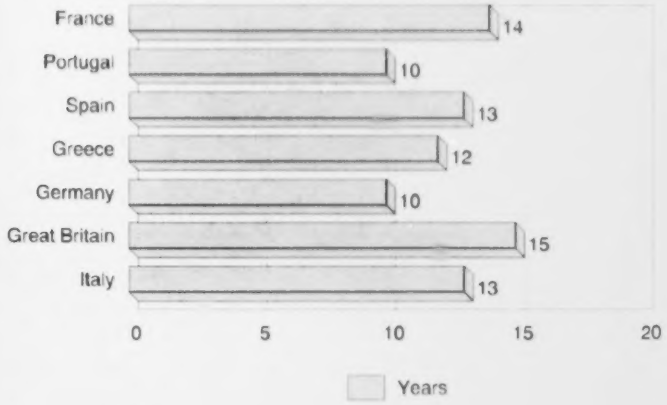
Task descriptors

1. Defines quantity and quality of what is prepared
2. Organizes the bar service
3. Identify clientele's desires and needs
4. Makes up drinks
5. Arranges for presentation of products to clients
6. Manages bar stocks and the procurement of supplies
7. Chooses, looks for, tests out and introduces new products
8. Greets and advises guests
9. Applies and ensures the application of health and safety regulations
10. Supervises invoicing and collects payment
11. Defines the list of products
12. Handles complaints
13. Takes orders
14. Maintains contact with administrative departments and management
15. Supervises, coordinates and monitors bar staff

Comparative table: training modùles

F	1	2	3	4		6	7	8		10	11		13	14
P	1	2		4		6	7				11	12		
S		2	3	4	5		7	8						
GR	1				5	6	7	8						
D	1			4	5		7	8	9			12	13	
UK				4		6					11		13	14
I	1	2	3	4	5	6	7	8					14	15

Number of years' education and training



Expertise descriptors

1. Bar service tasks and organizational structure
2. Management and running of catering establishments
3. Bar technology and equipment, maintenance standards
4. Customer relations techniques
5. The psychology of tourism. Clientele's decision-making models
7. Techniques of preparing and presenting bar products
8. Food hygiene and safety regulations for staff and clients
9. The structuring of the hotel into departments and services
10. Basics of oenology
11. Invoicing and cash management principles and techniques
12. Principles and techniques of communication and performing the role of interfacing with other hotel services
13. The law on tourism
14. Work organization in bar service
15. Product storage and quality techniques

***R12* - Sommelier - Escançao - Inochoos - Sommelier**

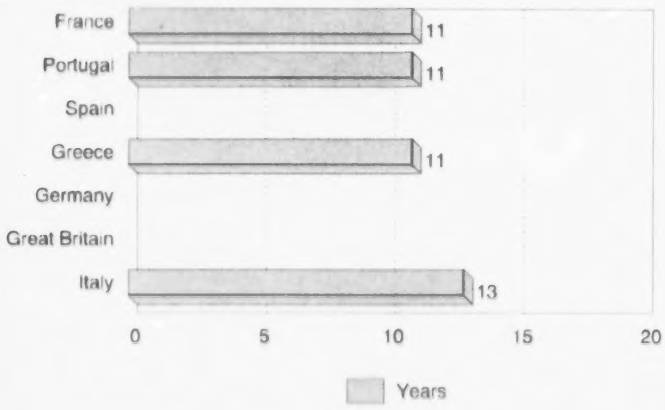
Comparative table: tasks

| | | |

Comparative table: training modules

F	1	2		4			7	8	9	10	11	12	13	14
P	1	2		4				8				12		15
S														
GR	1			4				8			11			
D														
UK														
I	1	2	3	4	5	6	7	8	9			12		

Number of years' education and training



Expertise descriptors

1. Bar service tasks and organizational structure
2. Basics of oenology and the matching of wine to food
3. The psychology of tourism. Clientele's decision-making models
4. Customer relations techniques
5. Motivating staff to market products
6. Tourist marketing and merchandising techniques
7. Techniques of presenting and serving wine
8. Management of storeroom stocks
9. Catering for special occasions
10. Work organization and the dynamics of personal relationships
11. Legislation on oenology and vineyard/vine geography
12. Management and running of catering establishments
13. Routine cellar management
14. Selection of suppliers and procurement techniques
15. Wine storage techniques

***R13* - Chef de cuisine - Chefe de cozinha - Proistamenos magiriou (kouzinas) - Küchenchef - Head chef - Responsabile produzione pasti**

Comparative table: tasks

F	1			4	5	6	7	8	9		11	12		14	15	16	17	18	
P	1	2	3	4	5			8	9	10									
S																			
GR	1	2	3	4	5	6	7	8	9	10									
D	1	2		4				8		10	11								
UK	1			4				8			11	12							
I	1	2	3	4	5	6	7	8	9		11	12	13	14					

Vocational role

F is responsible for organizing the kitchen and production processes

P works with food and beverage manager in identifying production. Is responsible for organizing the kitchen and production processes

S

GR works with food and beverage manager on planning production.

D is responsible for running the kitchen

UK is responsible for running the meal preparation sector

I is responsible for organizing the kitchen and production processes

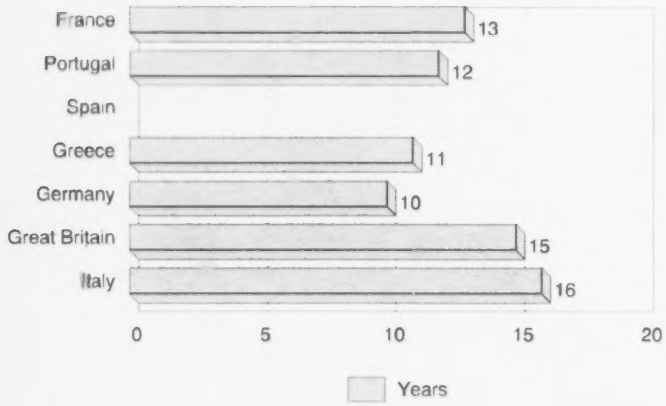
Task descriptors

1. Organizes and directs food production
2. Assigns tasks to staff
3. Checks on the making up of recipes and the quality of raw materials
4. Checks on the quality of finished products
5. Makes up recipes
6. Checks on the standard of cleanliness and hygiene in the kitchen and among kitchen staff
7. Checks on the standard of cleanliness and hygiene of food prepared
8. Manages the kitchen's stocks of raw materials and plans for purchases
9. Plans menu rotation
10. Selects suppliers
11. Works with the accounting department
12. Manages human resources
13. Checks on samples from foodstuffs store
14. Coordinates production with the needs of other departments
15. Trains and motivates staff
16. Arranges for equipment maintenance
17. Determines the structure of the department and chooses machinery and utensils
18. Evaluates the cost of raw materials

Comparative table: training modules

F	1	2	3	4	5	6	7	8	9	10				15			19														
P		2		4		6	7		9		11	12		15			18	19	20	21											
S																															
GR		2	3			6	7	8	9	10	11	12		15		17															
D	1	2	3	4	5	6	7	8		10	11		13	14	15	16		18			22										
UK			3	4	5		7		9			12	13			16	17		19												
I	1	2	3	4	5	6	7	8	9	10	11	12			15	16	17	18	19												

Number of years' education and training

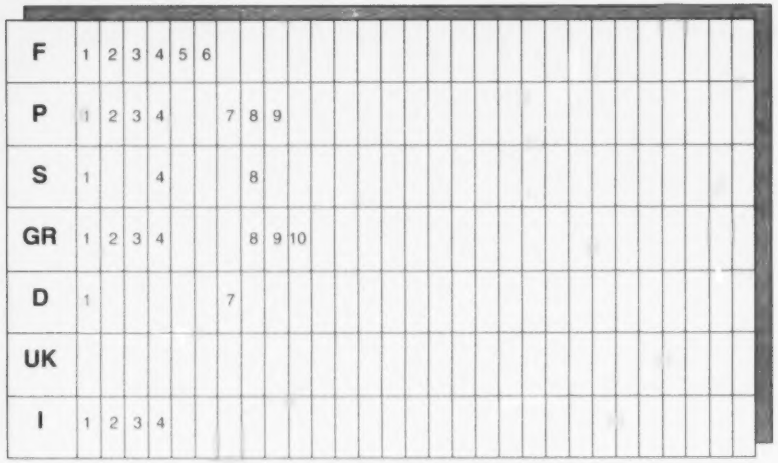


Expertise descriptors

1. Management and running of catering enterprises
2. Culinary techniques
3. Catering technology and regulations on equipment maintenance
4. Organization of work and dynamics of personal relationships
5. Selection of suppliers and procurement techniques
6. Hygiene in field of tourism and food science
7. Product storage and quality techniques
8. Product presentation technique
9. Catering service planning and menu rotation techniques
10. Catering for special occasions
11. Leadership techniques
12. Meal cost analysis and pricing techniques
13. Legislation on food and meal producers
14. The psychology of tourism. Clientele's decision-making models
15. Tasks and organizational structure of catering services: restaurant and kitchen services
16. Management of storeroom stocks
17. Principles and regulations covering health and safety at work
18. Internal and external communications techniques in catering enterprises
19. Kitchen production flow and timing management
20. Quality and production control methodologies
21. The kitchen service in hotel organization
22. Analyzing the market and the competition

***R14* - Cuisinier - Cozinheiro - Cocinero - Magiros - Chef de partie - Chef - Addetto alla preparazione dei pasti**

Comparative table: tasks



Vocational role

F	has practical responsibility for making up the recipes
P	has practical responsibility for making up the recipes
S	has practical responsibility for making up the recipes
GR	has practical responsibility for making up the recipes
D	has practical responsibility for making up the recipes
UK	has practical responsibility for making up the recipes
I	has practical responsibility for making up the recipes

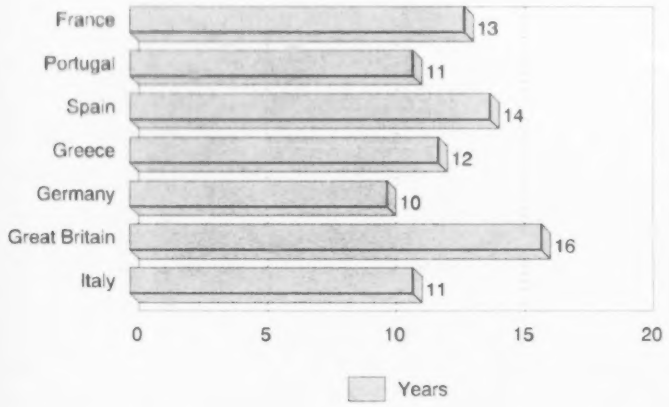
Task descriptors

1. Physically prepares the food
2. Is responsible for hygiene and maintenance of utensils
3. Is responsible for hygiene at work station
4. Takes precise quantities of the raw materials
5. Checks on product quality
6. Oversees subordinates' work
7. Uses the kitchen equipment
8. Sets out and decorates food on plate
9. Helps to prepare and organize buffet
10. Checks on product storage and quality

Comparative table: training modules

F	1	2	3	4	5	6					11			14	15																
P	1	2	3	4	5		7							14		16	17														
S	1		3	4	5		7	8			11				15			18													
GR	1	2	3	4			7				11									19	20										
D	1	2	3	4	5				9	10				14								21	22								
UK	1	2	3				7				11				15										23	24					
I	1	2	3	4	5						11	12	13																		

Number of years' education and training

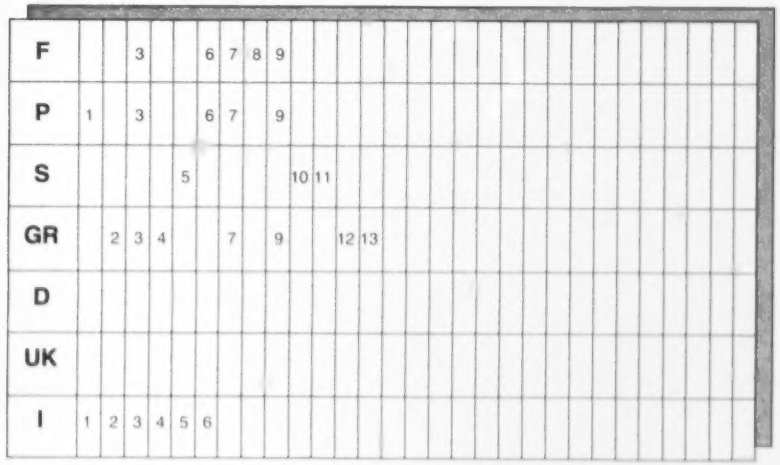


Expertise descriptors

1. Culinary techniques and food preparation
2. Catering technology
3. Hygiene in field of tourism and food science
4. Tasks and organizational structure of catering services: restaurant and kitchen services
5. Organization of work and dynamics of personal relationships
6. Leadership techniques
7. Product presentation techniques
8. Basic information technology
9. The psychology of tourism. Clientele's decision-making models
10. Selection of suppliers and procurement techniques
11. Product storage and quality techniques
12. Principles of and regulations covering health and safety at work
13. Management and running of catering enterprises
14. Patisserie preparation techniques
15. Meal cost analysis
16. Basic market studies
17. Quality and production control methodologies
18. Catering for special occasions
19. Meal cost analysis
20. Menu rotation techniques
21. Legislation on food and meal producers
22. Analyzing the market and the competition
23. Methods of calculating sales prices
24. Intermediate product preparation techniques

R15 - Pâtissier - Pasteleiro - Pastelero - Zacharoplastis - Chef pasticciere

Comparative table: tasks



Vocational role

F the person who organizes and directly performs the work of producing patisserie

P the person who organizes and directly performs the work of producing patisserie

S the person who directs the production of patisserie towards certain products

GR the person who organizes and directly performs the work of producing patisserie

D

UK

I the person who organizes and directly performs the work of producing patisserie

Task descriptors

1. Directs, organizes and manages the making of patisserie
2. Plans patisserie work
3. Physically makes patisserie
4. Coordinates patisserie-making with other kitchen activities
5. Checks on the quantity and quality of raw materials
6. Checks on product quality
7. Takes appropriate quantities of raw materials
8. Trains and motivates staff
9. Arranges for cleaning and maintenance of the patisserie section
10. Anticipates clients' tastes
11. Apportions desserts
12. Manages purchasing
13. Supervises product storage and quality

Comparative table: training modules

| | | |

***A1* - Chef d'agence de voyage - Director de Agências de Viages - Director de agencia de viajes - Technikos diefthidis - Büroleiter - Travel agency manager - Direttore tecnico di agenzia di viaggi**

Comparative table: tasks

F	1	2	3	4	5	6	7	8	9																						
P	1		3		5		7			10	11	12	13	14	15	16															
S	1																														
GR		2	3													16	17	18	19	20											
D		2	3	4														18		20	21										
UK	1	2					7											18				22	23								
I	1	2	3	4																											

Vocational role

F	is the technical, administrative and commercial head of a travel agency
P	is the person who organizes, coordinates and monitors the work of a travel agency
S	supervises the work done in the travel agency
GR	is responsible for the production and organization of travel and other travel agency products
D	is responsible for the professional management of a travel agency
UK	is responsible for the general operation of a travel agency that retails travel
I	is the person managing the agency's work and assuming responsibility for all its activities

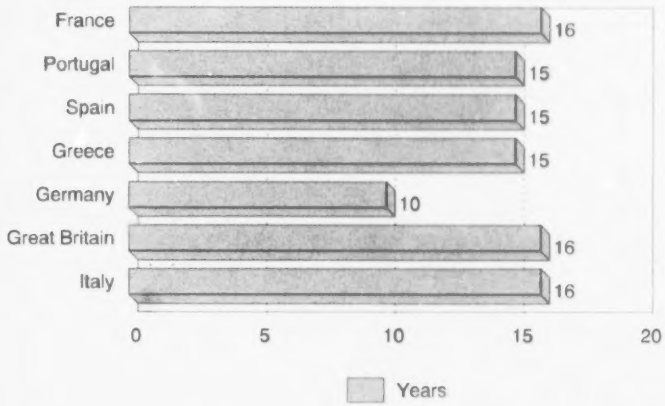
Task descriptors

1. Supervises the work done by agency staff
2. Makes technical arrangements for creating the products
3. Manages and organizes the agency's services
4. Supervises sales
5. Pursues the commercial objectives
6. Determines the commercial objectives
7. Is responsible for marketing and promotion
8. Produces statistics
9. Studies foreign markets
10. Formulates development policies
11. Coordinates and monitors production
12. Coordinates and monitors group services
13. Coordinates and monitors incoming services
14. Coordinates and monitors counter services
15. Coordinates and monitors administration
16. Decides on and introduces corrective measures
17. Cooperates with the owners on determining agency policies
18. Arranges for human resource management
19. Examines the balance sheets and evaluates their results
20. Decides on and arranges for contacts with intermediaries
21. Advises customers on travel organization
22. Draws up agency budgets
23. Plans and schedules the agency's work

Comparative table: training modules

F			3		5		7	8		10	11			14	15	16	17											
P	1	2	3		5			8		10	11		13	14		16				20				24	25	26		
S			3	4	5	6	7		9			12			15	16	17	18				23		25			28	
GR	1		3		5	6		8		10	11	12	13		15	16	17				21	22						
D	1	2	3	4	5		7								15		17		19			22			25	26	27	
UK			3	4	5		7			10					15	16		18					23					28
I	1	2	3	4	5	6				10	11	12	13		15	16	17			20	21	22	23			26		

Number of years' education and training

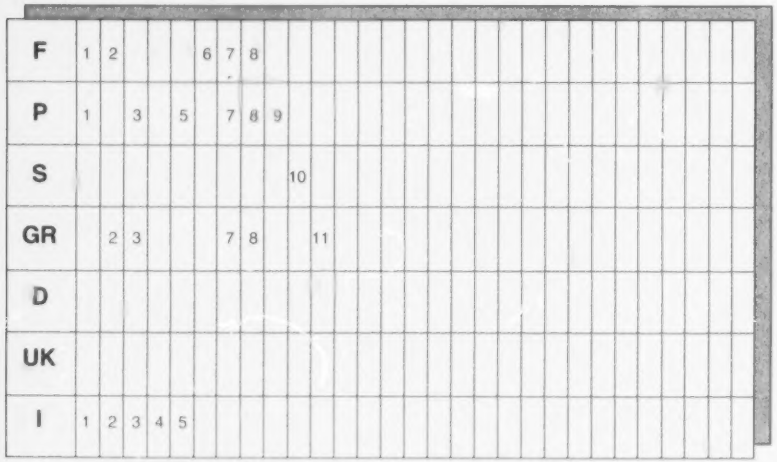


Expertise descriptors

1. Travel agency management and operation
2. Travel agency tasks and organizational structure
3. Contract law on the acquisition and sale of agency services
4. Debentures and credit titles for tourist enterprises
5. Marketing mix and marketing management for travel agencies
6. Market and competition analysis techniques
7. The geography of tourism
8. Budget analysis and control
9. Applied statistics
10. General principles of travel agency administration and accounting
11. Cost and earnings flow analysis
12. Land, sea and air tariff techniques
13. Leadership techniques
14. Communication and personal relationship techniques
15. Electronic reservations and ticketing systems
16. Human resource management and optimization
17. Techniques and procedures for pricing package and individual travel
18. Principles and regulations governing safety at work
19. The psychology of tourism. Clientele's decision-making models
20. The travel brokerage and production market
21. Principles of balance sheet preparation and analysis
22. Techniques and procedures for producing package and personal travel
23. Fiscal regulations applicable to travel agencies
24. Quality control over the production of tourist services
25. Applications of the computer in travel agencies
26. Advertising and public relations
27. Customer relations techniques
28. Technologies used in travel agencies

A2- Forfaitiste - Técnico de turismo (produçâo) - Jefe de oficina de agencia de viajes - Ipefthinos paragogis - Reservations supervisor - Responsabile di produzione

Comparative table: tasks



Vocational role

F is responsible for arranging the products

P is responsible for the planning and production of brochure products

S is the coordinator of the work of travel agency clerks

GR is responsible for the production, organization and sale of travel

D

UK is the person responsible for the running of the reservations service

I is the person responsible for organizing and managing the production of packaged travel

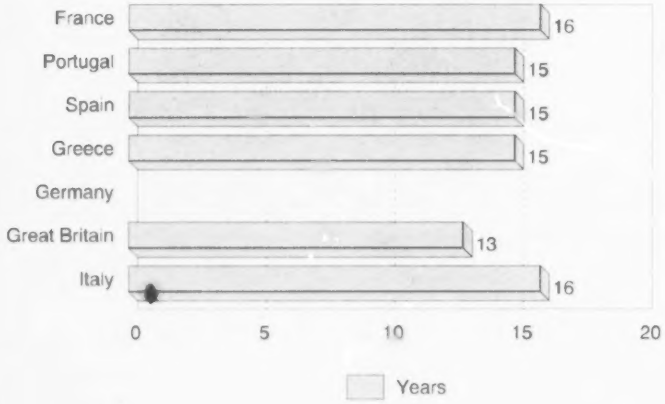
Task descriptors

1. Supervises, coordinates, monitors and guides production work
2. Coordinates and arranges for all phases of production
3. Develops and sets up travel packages
4. Checks that products match the demand segments
5. Identifies market demand and trends
6. Determines prices
7. Negotiates and enters into agreements with the suppliers of intermediate services
8. Promotes sales
9. Checks on the quality of the products created
10. Monitors the work of staff
11. Arranges products in response to special requests

Comparative table: training modules

F				4	5	6	7				11	12	13				17					22	23	24	25					
P		2	3	4	5	6		8			11		13							20		22								
S		2		4	5				9			12		14	15		17	18	19			22				26	27	28	29	
GR							7	8				12					17			20		22								
D																													
UK			3				7		9	10		12	13				17												
I	1	2	3	4	5	6	7	8	9	10	11	12	13		15	16	17			20	21	22								

Number of years' education and training



Expertise descriptors

1. Travel agency management and operation
2. Contract law on the acquisition and sale of agency services
3. Debentures and credit titles for tourist enterprises
4. The geography of tourism
5. Sources of information for market research and statistics for travel agencies
6. Marketing mix and marketing management for travel agencies
7. Market and competition analysis techniques
8. General principles of travel agency administration and accounting
9. Cost and earnings flow analysis
10. Typical travel agency products, principles of inter-enterprise cooperation and relations
11. Land, sea and air tariff techniques
12. Customs and currency import/export procedures
13. Leadership techniques
14. Human resource management and optimization
15. Techniques and procedures for pricing brochure and personal travel
16. Public relations techniques
17. Principles and regulations governing safety at work
18. Travel agency tasks and organizational structure
19. Principles of balance sheet preparation and analysis
20. Techniques and procedures for producing brochure and personal travel
21. Information technology and electronic services for travel agencies
22. Quality control over the production of tourist services
23. Customer relations techniques
24. Internal and external product merchandising
25. Transport economics
26. Technologies used in travel agencies
27. Methods of handling complaints
28. Internal communication techniques
29. The law on tourism

***A3* - Technicien vendeur - Técnico de Turismo/operaçâo - Vendedor de Agencias de Viajes - Ipefthinos polisseon kai kratisseon - Agency counter clerk - Addetto alle vendite, al ticketing e alle prenotazioni**

Comparative table: tasks

| | | |

Comparative table: training modules

| | | |

_P1_ - Promotor de turismo - Director de marketing - Idikos sto marketing/ provoli kai epikinonia - Marketing executive - Responsabile marketing, promozione e comunicazione dell'immagine turistica

Comparative table: tasks

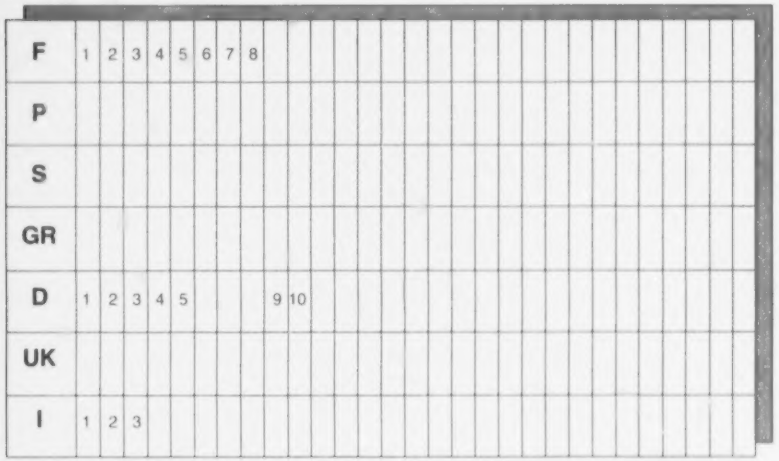
| | | |

Comparative table: training modules

| | | |

_P2_ - Agent d'accueil et d'accompagnement de groupes touristiques - Reiseleiter (Standort) - Accompagnatore turistico

Comparative table: tasks



Vocational role

F represents his or her employer and carries out instructions during individual or group travel

P

S

GR

D assumes responsibility for the satisfactory conduct of travel

UK assumes responsibility for the satisfactory conduct of travel

I assumes responsibility for the satisfactory conduct of travel

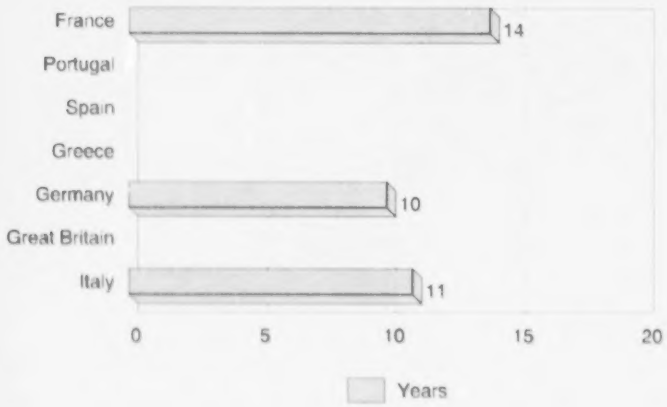
Task descriptors

1. Accompanies and assists travellers in their journeys between different places, working to make the travel easier, more lively, interesting and enjoyable
2. Assists clients during their travel and arranges for all the practical formalities from the time of departure to the time of arrival
3. Provides information on the places through which clients are passing
4. Checks on the quality of services provided by intermediaries
5. Takes the necessary steps in the event of problems and errors by intermediaries
6. Pursues the aim of client satisfaction
7. Organizes entertainment during the course of journeys
8. Watches over the safety of clients and helps them to deal with travel formalities
9. Organizes excursions
10. Upholds the interests of clients and the organization he or she represents

Comparative table: training modules

F	1					7	8	9											
P																			
S																			
GR																			
D	1	2			5	6	7		9		11	12			15	16	17	18	
UK																			
I	1		3	4		6	7		9	10	11		13	14					

Number of years' education and training



Expertise descriptors

1. Methodologies and techniques of accompanying groups
2. Excursion planning techniques
3. Typical contracts for the acquisition and sale of agency services
4. Customs and currency import/export procedures
5. Travel planning
6. Leadership techniques
7. Personal and professional communication techniques
8. Methodologies for the management and organization of clientele's leisure time
9. The geography of tourism
10. The tasks and organizational structure of travel agencies
11. The psychology of tourism. Clientele's decision-making and behavioural models
12. The law on tourism
13. Principles and techniques of public relations and editorial publicity for tourism
14. The roles, responsibilities and work of national and international public tourist organizations
15. Study of transport systems in the main tourist regions
16. Travellers' behavioural models
17. Economic feasibility of excursions and their accounting management
18. Hotel operating techniques

***P3* - Représentant local d'agence de voyages - Receptionista/Técnico de informação turìstica - Reiseleiter (Rundreise) - Information officer - Programmista di soggiorno**

Comparative table: tasks

| | | |

Comparative table: training modules

| | | |

_P4_ - Animateur touristique - Animador turistico - Animador turistico - Animateur - Animateur - Animatore turistico

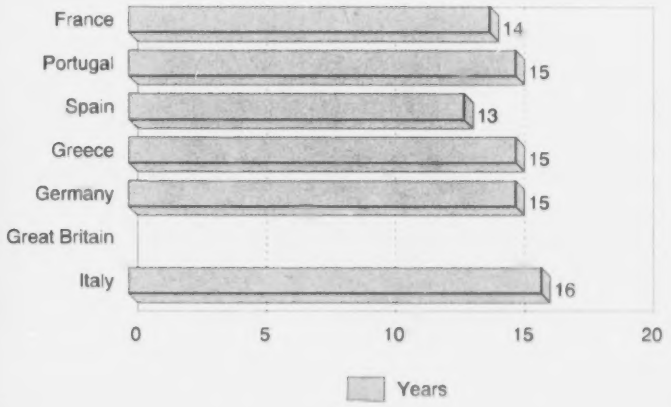
Comparative table: tasks

| | | |

Comparative table: training modules

F	1				5		7				11	12						18															
P	1			3		5		7				11		13				17	18														
S	1						7						12		14	15	16	17			20													
GR	1	2	3	4					9																								
D					5		7							13		15		17	18														
UK																																	
I	1	2	3	4	5	6	7	8	9	10	11								18	19													

Number of years' education and training



1. The role of entertainment organization in tourist enterprises; tasks and methods
2. Techniques of public relations and editorial publicity for tourism
3. Personal and professional communications techniques
4. Leadership techniques
5. The psychology of tourism. Clientele's decision-making and behavioural models
6. Tourist enterprise management and operation - the organizational structure, tasks and duties tables of tourist enterprises
7. Basic administration and accounting
8. Tourist industry support and funding measures
9. Human resource management and optimization
10. Merchandising, marketing and marketing management as applied to hotel enterprises
11. Group dynamics and psychology
12. Basic budgeting and budget control
13. The economics of tourism
14. Health and safety principles and regulations
15. The geography of tourism
16. Labour law and the law on public entertainment
17. Basic pedagogy
18. Guests' behavioural models
19. Human resource management and optimization
20. The application of technology to the organization of activities

_P5_ - Guide-interprète - Guia intérprete nacional - Guia de turismo - Xenagoi - Reiseleiter/Studienreise - Tour guide - Guida turistica

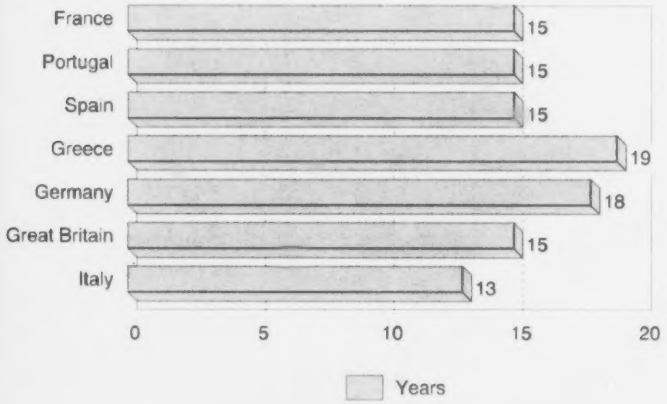
Comparative table: tasks

| | | |

Comparative table: training modules

F	1	2		4	5	6	7				11							18		20											
P					5	6		8	9	10	11								19												
S	1					6		8			11	12																			
GR		2	3		5			8													21										
D	1	2	3		5	6		8	9			12	13	14	15		17	18				22									
UK	1	2	3		5				9							16					21										
I		2	3			6		8									17			20											

Number of years' education and training



Expertise descriptors

1. The geography of tourism
2. The history of art
3. Leadership techniques
4. Foreign languages, culture and civilizations
5. Internal, personal and impersonal communications techniques
6. The psychology of tourism. Clientele's decision-making and behavioural models
7. Group leadership techniques
8. Public relations techniques
9. The economics of tourism
10. Specific legislation on guiding work
11. Activity organization techniques
12. Excursion planning techniques
13. Travel planning
14. Basic administration and accounting
15. The law on tourism
16. Basic marketing and sales techniques
17. Guests' behavioural models
18. Group dynamics
19. Ethnology
20. Dealing with clients
21. Sociology (as applied to the areas where he/she operates)
22. Pedagogy

***P6* - Idikos sto franchising kai stin sinchonefsi touristikon epichirisseon - Consulente di franchising e aggregazione d'impresa**

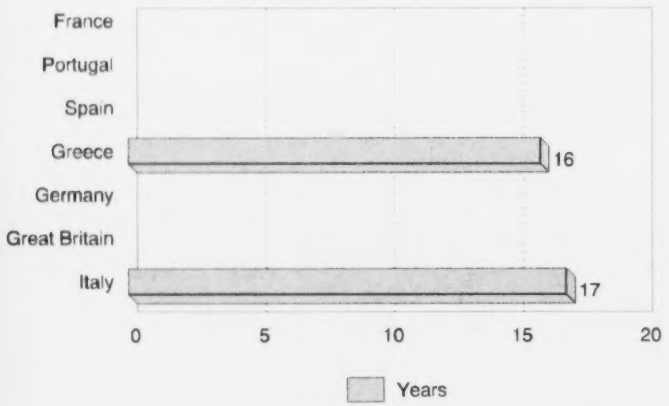
Comparative table: tasks

| | | |

Comparative table: training modules

F												
P												
S												
GR		2		4			7	8		11	12	
D												
UK												
I	1	2	3	4	5	6	7	8	9	10		

Number of years' education and training

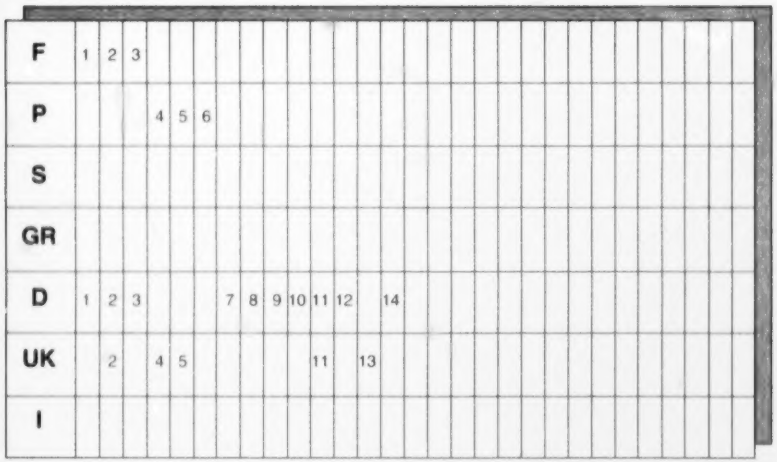


Expertise descriptors

1. The tourism enterprise, fabric and the modern concept of an integrated supply system
2. The franchising contract: the general approach, its content and the problems
3. Operating techniques for franchising in tourism
4. Enterprise groupings, real services for enterprises and inter-company relations
5. Typical sales contracts in accommodation enterprises
6. Economics and management of tourist enterprises
7. Support and funding schemes for the tourist system and for tourist enterprises in that system
8. Tourist marketing, marketing mix, marketing instruments and marketing management for hotel enterprises
9. Product and competition analysis
10. Principles of strategic marketing and identifying the target market
11. The economics of tourism, the law on tourism
12. International tendencies and developments in the applications of franchising

***P7* - Responsable local de développement et de promotion touristique - Técnico de anàlize de projectos - Kur- und Verkehrsdirektor - Development executive**

Comparative table: tasks



Vocational role

F is the person identifying guidelines for tourist development in a given location

P is the person preparing or verifying tourist investment feasibility studies

S

GR

D is the focal point for development policies drawn up by public and private investors

UK is the person responsible for providing guidance on the development of a location

I

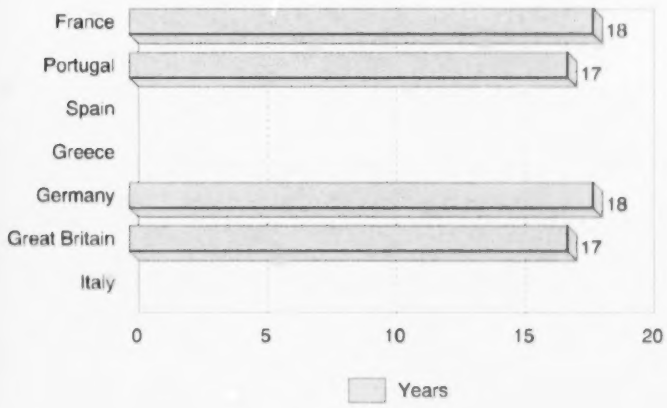
Task descriptors

1. Directs, coordinates and monitors the application of policies on tourist development, promotion, reception and activity organization
2. Contributes to defining tourist, promotion and activity policies
3. Creates synergy among all public and private tourist operators in the locality
4. Analyses the technical and financial feasibility of investment projects
5. Checks whether laws and regulations promoting tourist development are reflected in project content and working procedures
6. Produces reports assessing applications for funding
7. Manages aggregations of agencies and individuals promoting local tourist development
8. Arranges for personnel management, organization and motivation
9. Organizes, manages and checks on project accounting management
10. Coordinates the policy for the development of a given location with the broader policy for a larger area
11. Arranges for contacts with intermediaries and the media
12. Cooperates with enterprises in the area
13. Provides guidance and advice on sources of funding
14. Conducts cost/benefit analyses

Comparative table: training modules

F	1	2	3	4	5	6							13		15				19	20											
P					5	6	7							14							21										
S																															
GR																															
D	1	2			5			8	9	10	11	12	13	14											22	23					
UK		2					7								15	16	17	18													
I																															

Number of years' education and training



Expertise descriptors

1. Research on the tourist market and information-gathering systems
2. Oral and written communications techniques
3. Product marketing methodologies
4. Tourist development policies: setting up implementing methodologies and techniques, and research
5. Regulations and procedures for investigating funding applications
6. Enterprise management
7. Technique of investment feasibility analysis in the tourist sector
8. Bureaucratic organization of public authorities; decision-making routes
9. Analysis of tourist demand: structure and volume
10. The geography of tourism
11. The provision of tourist amenities; the organization of tourism
12. Psychology of tourism; tourists' decision-making models and behaviour
13. Human resource management, optimization and motivation
14. Enterprise financial management
15. The economics of tourist enterprises
16. Applications of marketing to tourist enterprises
17. Principles of tourism planning and project analysis for new constructions
18. Laws and regulations on the implementation of planning for new settlements
18. The law on tourism
20. Budgeting principles and techniques
21. Support measures for the tourist system
22. Techniques of publicity promotion, public relations and relations with the media
23. Techniques of selling tourist products

Comments on individual data sheets

The comparative data sheets on the preceding pages represent an attempt to compare the tasks and vocational skills of certain practitioners in the seven countries taken into consideration.

The descriptions contained in the comparative data sheets are simplified and automated by the structured format of these data sheets.

Given that the priority has been to produce an instrument for a simple, immediate comparison of job profiles, it is accepted that there is a risk of ironing out the complexities inherent in any job. Partly because of this, in the section that follows we propose to comment on individual data sheets, supplementing the information they contain and clarifying certain aspects. In other words, this is a commentary to be read in conjunction with the comparative data sheets.

In the comments on the data sheets, each practitioner's vocational tasks have been reformulated and placed in a sequence that avoids duplication, their order referring to different "types" and levels of those tasks. In some cases, the description of the tasks is extended to the point of explaining the objectives so that they can be more clearly identified. This is, then, a proposed reading of the tasks characteristics of the job profiles, not an exercise in "assembling" national definitions in order to produce a single common definition.

(R1, R2, R3) — General Manager

All the definitions provided agree substantially on certain concepts. The first is that the general manager is the fulcrum of the whole life of the enterprise, in that he determines business tactics and is the focal point and representative for all the demands and interests of those having any business relationship with the hotel or travel agency as customers, employees, suppliers or investors. Secondly, he is the person who has operational responsibility, and therefore the tasks of coordinating and supervising all the resources of the enterprise. In addition to those common characteristics of the general manager's role, certain countries regard him as having other differentiating features typical of local conditions. For example, France sees the general manager as also having the task of promoting the hotel's image, whereas Portugal gives him the role of "central information point".

Since certain countries have provided no information on the three types of general manager, all three have to be combined here into a single type, with the size variable being used to define the content and level of managerial work. For this reason, the

following are the standard descriptors for the three levels of general manager corresponding to the sizes of hotels taken into account: R1 = large hotel, R2 = medium-sized hotel, R3 = small hotel.

(R1)

- determines hotel strategies and tactics, formulating financial, management, marketing and development policies;
- plans, coordinates and monitors the work of the hotel departments, making the necessary decisions to ensure that those departments take a fuller part in achieving the hotel's objectives;
- compiles, verifies and coordinates budgets, examines and analyzes the results achieved and takes the necessary steps to optimize those results;
- sets up and organizes the management communication system within the hotel in order to optimize and motivate its human resources;
- promotes the hotel's image in its public relations.

(R2)

- formulates hotel financial, management, marketing and development policies;
- coordinates, monitors and organizes the work of the departments and services into which the hotel is structured, making decisions to improve their running and help them to take a fuller part in achieving the hotel's objectives;
- organizes the work of staff and checks on the level of their functions;
- is responsible for marketing functions and internal and external relations;
- draws up the budget and takes part in administration and sales;
- examines and analyzes the results achieved and takes the necessary steps to optimize them.

(R3)

- formulates hotel financial, management, marketing and development policies;
- organizes, coordinates and monitors the work of subordinates and staff, monitoring the quality and level of their performance and making the necessary decisions;
- is responsible for marketing, sales and internal and external relations;
- takes part in administration, draws up the budget, examines the results achieved and takes the necessary steps to optimize them;
- trains and motivates his staff.

(R4) — Front Office Manager

Individual countries have assigned this practitioner to different working levels, although in general the front office manager features as a person who is part of hotel management. In many cases, countries provide a list of simple tasks (as in the case of Portugal), inserting certain managerial aspects into the conduct of this job.

There are certain special features in individual reports: Portugal gives this manager the task of maintaining contacts with tourist product intermediaries as well as a further marketing role, in that the front office manager has the task of predicting hotel occupancy rates in order to administer its production capacity. In France, the manager has responsibility for the security of property and guests. In the Greek profile, there is no feature in common with all the other reports, nor does the manager have the characteristic role of "interface between the guest and the hotel".

A further comment should be made on the Portuguese report: it includes the person of the housekeeping manager, placing him upstream from the front office manager and the housekeeper and giving him many of the management responsibilities which other countries assign to the front office and to the housekeeper.

The German report places the emphasis on the task of achieving the occupancy rates seen as necessary for optimum running of the hotel, with the accent on responsibility for coordinating the work of the front office and the work of other hotel departments. Similar functions are attributed to the front office manager in the UK report. Germany also retains some of the divisions between the hotel porter and reception: its report lists a "head porter" but not receptionists.

The front office manager:

- supervises and coordinates front office work and in-house relations with guests, informing other departments of guests' wishes and imparting the necessary instructions;
- plans and supervises hotel bookings management, formulating predictions as to the flow of guests and organizing the "room plan" with a view to maximizing occupancy and earnings;
- cooperates on establishing prices and applies and arranges for the application of price policies;
- supervises and is responsible for management of cash, accounting and guests' credit as well as complaints;

- supervises the work of the front office, checks in guests and is responsible for the security of guests and their property;
- cooperates on marketing, clientele analysis and public relations.

(R5) — Receptionist

There is substantial agreement as to the content of this job in all the countries, with one exception: Italy includes duties characteristic of the hotel porter, with a view to bringing the two areas together to reflect what happens in practice, whereas France and Portugal see the hotel porter as a separate entity.

The receptionist is not included in the German report.

The receptionist:

- takes bookings and sells and assigns rooms;
- provides information on the hotel and the location;
- greets guests and arranges for records, comments and check-in, forwarding their particulars and special instructions to the departments concerned;
- is responsible for guest accounting and issues invoices;
- performs the work of cashier and takes valuables for safekeeping;
- is responsible for in-house relations with guests and deals with their requests and complaints.

(R6) — Head Housekeeper

There are no special problems regarding the consensus as to the content of the housekeeper's work on the technical and executive level. In France, the housekeeper also has the tasks of scheduling repairs and redecoration work for the "bedroom" sector as well as the choice of materials, equipment and products used in running this area, together with the choice of suppliers.

Portugal includes the housekeeper but restricts the terms of reference by introducing the housekeeping manager (as pointed out under R4).

The United Kingdom attributes marketing functions to the head housekeeper; presumably, marketing functions in this case are to be understood as duties within the hotel, i.e. managing contacts with guests and monitoring the work of human

resources under the housekeeper's supervision. According to the German monograph, the housekeeper is also responsible for the training of those human resources.

The head housekeeper:

- checks on the quality of service in the housekeeping sector and maintains relations with guests;
- arranges for fitting out the hotel and creates the atmosphere of bedrooms and public areas;
- checks on room occupancy and organizes work on the bedroom floors, plans the refitting of fixtures and fittings and helps with the choice of materials and equipment;
- manages the hotel materials storeroom and linen room, making checks on their proper use and maintenance
- checks on service efficiency and costs;
- trains, motivates, coordinates and supervises the housekeeping staff;
- collects property left behind by guests and arranges for its safekeeping.

(R7) — Room Attendant

The duties listed in all national reports are solely functional; the room attendant has not been included in the monographs produced by Germany and Spain.

The room attendant:

- cleans, tidies and prepares bedrooms, bathrooms and common areas coming under the housekeeping department;
- checks on bedrooms and the other premises assigned, reporting any technical problems;
- reports on the "status" of bedrooms;
- takes out cleaning and tidying materials and is responsible for their use;
- answers guests' calls and ensures that an efficient service is provided.

(R8) — Food and Beverage Manager

This practitioner is reported by all countries with the exception of Spain, but there are considerable differences in the content of the work done. Mention is generally made of the managerial content of the work, with its monitoring and planning tasks, but in

some cases the manager is delegated duties which at first sight would seem to pertain to other practitioners. In Portugal, for example, he has the task of analyzing kitchen recipes to determine the cost of meals, a task that would be performed by the head chef in other countries.

The food and beverage manager:

- manages and coordinates the catering services;
- plans the catering, optimizing the use of the available space and resources, menu rotation and supplies procurement;
- selects and checks on suppliers, the storeroom, product storage and quality;
- analyzes the cost of meals and compiles reports on work in this sector;
- monitors the efficiency and cost of services under his control;
- organizes and supervises banqueting and bar services, cooperating on the marketing of this sector;
- supervises and coordinates the restaurant and kitchen, checking on the quality of service and foods;
- helps with pricing and applies and supervises the application of pricing policies.

(R9) — Restaurant Manager (Maître d'hotel)

Every country in the survey agrees that it is the maître's task to run the restaurant. Apart from this task, only Italy mentions his central role in acting as the link between guests, the kitchen and the rest of the hotel, including senior management. Spain and Greece also give him the tasks of storeroom management.

The restaurant manager:

- organizes and heads the restaurant service, allocates work among the waiters, arranges shifts and monitors the serving of products and restaurant work;
- greets guests, assigns them their tables and accompanies them there, presents the menu, advises and guides guests, takes orders, intervenes in service on special occasions and receives and deals with complaints;
- works with management on clientele analysis and public relations, interpreting and reporting on guests' wishes and expectations;
- acts as mediator and link between the restaurant, guests and kitchen;
- helps with menu preparation and analyzing the cost, popularity and quality of dishes;
- checks on service efficiency and costs;

- checks on table setting and clearing and cleaning the restaurant; supervises and enforces health and safety rules;
- trains, motivates, coordinates and monitors his staff;
- supervises the maintenance and proper use of the restaurant fittings and equipment;
- collects property left behind by guests and arranges for its safekeeping.

(R10) — Waiter/Waitress

This is a practitioner with elementary tasks, although specific technical skills are needed to perform them. In certain cases he is also given more skilled and complex duties: in Italy, for example, he needs to understand guests' tastes to improve the overall quality of the service he provides and then to report to his superiors on trends and changes in customer tastes so that restaurant production can be brought in line.

Portugal also gives the waiter the task of "serving wine at table", a duty that other countries regard as the sommelier's job. This is an evident case of concentrating tasks on non-specialized practitioners; the smaller the hotel, the greater the concentration.

The waiter/watress:

- serves food and drink at table, checks on the preparation of the room and table settings;
- helps the restaurant manager to greet guests and explain the content and preparation of dishes, guiding and advising the guest and taking orders which he then passes on to the kitchen;
- responds to guests' needs and requests;
- provides room service;
- provides the particulars for preparing the bill and collects payment.

(R11) — Head Barperson

The bar manager's work is similar in all seven national monographs, although differences exist in defining his level of autonomy. In Italy and Greece, he draws up the drinks list, while in Portugal and France he merely helps with this task; in Greece he also has the task of defining product quality, quantity and price.

The head barperson:

- organizes and provides the bar service, preparing, presenting and mixing drinks and developing and making special products;
- greets and advises guests in the bar, identifies their needs and expectations, introduces new products, takes orders, deals with complaints and makes out and collects payment for bills;
- helps with public relations with clientele, supervises the premises of which he is in charge and creates its atmosphere in line with the hotel's style and image;
- defines the drinks list and administers bar stocks;
- applies and enforces the application of health and safety rules;
- motivates, coordinates and supervises his staff.

(R12) — Sommelier

The differences among countries are minimal, being mainly due to the more or less summary description of his duties. Greece, Portugal and France emphasize the managerial content of the job as well, while Portugal also stresses his role in acting as a point of contact with guests.

The sommelier:

- selects wines and draws up the wine list, classifying and checking on the quality of wines;
- promotes the sale of wines at table, matches wines to food, advises and guides guests on their choice and takes orders;
- presents the wine at table, checks on it and serves it to guests for their approval;
- manages bar stocks;
- organizes service on special occasions (receptions).

(R13) — Head chef

All the national reports attribute the mission of organizing the kitchen department to the head chef, who decides on the content of menus in conjunction with other management figures on the catering side. Italy and Greece stress the quality control duties, including the choice of suppliers.

The head chef:

- organizes and directs food production, helps with menu rotation and the planning of purchases of raw materials, assigns tasks amongst his staff, decides on the structure of the kitchen department and chooses the machinery and utensils;
- creates recipes, checks on the quality of raw materials, work procedures, the quality of finished products, the standard of cleanliness of the kitchen and kitchen staff and the standard of cleanliness and hygiene of the food prepared in the kitchen;
- checks on withdrawals from the storeroom and administers the stocks of raw materials for the kitchen, maintaining appropriate records that can be used for analyzing costs, yields and productivity;
- trains, motivates, coordinates and supervises his own staff;
- supervises the maintenance and proper use of equipment, plant and utensils in the kitchen department.

(R14) — Chef

There are considerable differences between France and the other countries. The French and to some extent the Greeks see the chef as more than a simple kitchen employee, in that he is responsible for taking raw materials from the storeroom and has a junior (commis) who does most of the manual work.

The chef:

- physically cooks the food;
- is responsible for utensil hygiene and maintenance;
- is responsible for hygiene at his work station;
- takes precise quantities of raw materials;
- checks on product quality;
- uses the kitchen equipment;
- sets out and decorates the food on plates;
- helps to prepare and organize buffets;
- checks on product storage and quality.

(R15) — Pastry Chef

There is substantial agreement on the content of his work, which is set out in fairly concise form but without any differences of note becoming apparent.

The pastry chef:

- plans the making of patisserie and coordinates the work with that of other sections;
- takes raw materials and checks on their quality and quantity, administers stocks of patisserie, makes the patisserie and checks on the quality and quantity of the finished products;
- checks on the standard of cleanliness of pastry-making and the staff as well as the standard of cleanliness of the patisserie produced;
- checks on service efficiency and costs;
- supervises maintenance and is responsible for the proper use of the utensils and equipment in the section;
- trains, motivates, coordinates and supervises his staff.

(A1) — Agency Manager

This job has a marked managerial content in the work of companies acting as intermediaries in the field of tourism, but this content assumes different aspects in individual countries. In Italy he tends to be a manager on the technical side, checking on the smooth provision of production services (rather than on general running of the agency). In Portugal, he is the general manager of the agency business, and in France he also has the right to decide on the creation and sale of services. Finally, in Greece he is a general manager who also has technical responsibilities.

The agency manager:

- cooperates with the owners on determining the agency's objectives, and plans and formulates its policies on finance, products and the prices at which services are acquired and sold;
- coordinates, monitors and organizes the functions and services into which the agency is structured, making decisions on improving their management and how they can contribute more effectively towards achieving the agency's objectives;
- ensures that the agency products offered to the clientele are technically sound;

- helps with administrative work, draws up budgets, examines the results achieved and takes the necessary steps to optimize those results, with due regard for market analyses and sales statistics;
- checks on the efficiency and cost of services;
- trains, motivates, coordinates and supervises his staff.

(A2) — Reservations supervisor

Only in Italy and Greece is there full consensus as to this practitioner: they see him as the person establishing and implementing the travel agency's production work and as concerned with setting up all services as well as selecting the quality of those services. In other countries the situation is different. France regards him as concerned with sales as well as production, while Portugal gives him the duties of sales promotion.

The reservations supervisor:

- decides on, differentiates between and categorizes the products that in practice embody the agency's strategies, formulating the most appropriate technical solutions;
- coordinates and supervises all phases of production and finds, selects and negotiates with suppliers, monitoring their work;
- supervises, organizes and monitors customer support efforts;
- defines and analyzes the cost of package travel and helps to determine its price;
- checks on the quality of the products and individual services of which those products are made up, ensuring that their quality is as scheduled;
- creates travel products and makes special travel arrangements to order;
- trains, motivates and coordinates his staff;
- checks on the efficiency and cost of services.

(A3) — Agency Counter Clerk

There is complete agreement between Portugal and Italy on this practitioner, whom they regard not only as selling but also as observing and interpreting customers' wishes and expectations. In Greece, this aspect is of less importance than the technical side; greater weight is placed on the duties of receiving visitors at their destination and the places where they are to stay. The content of the counter clerk's

work as seen by individual European countries is essentially technical, being directed towards simple operations associated with the practical production of travel and with recourse to pre-arranged elements only. The exceptions are Italy and Portugal, where the counter clerk is also given the tasks of interpreting and passing on customers' expectations.

The counter clerk:

- receives and advises customers, identifying their wishes and expectations, informing them on the products and services being sold and guiding them in their choice, passing on information on them; promotes and makes sales of internal and external products;
- examines requests for travel and personalized travel arrangements and makes use of the agency's technical facilities and the cooperation of the production department to satisfy customers;
- makes bookings;
- prepares and issues tickets;
- takes payment and acts as cashier;
- draws up and prepares travel documents in conjunction with the production department.

(P1) — Marketing Executive

All the national monographs agree that the marketing executive is the person who has technical responsibility for managing the image of the enterprise. In Italy the task is more comprehensive and complex, being seen as the set of management duties aimed at both the public and private sectors, with responsibility for continuously updating supply to meet demand, making use of marketing mix instruments. In the public sector, he also has the task of integrating the elements of the tourist facilities in the resort where he operates.

The Greek monograph takes the same approach as in Italy as regards the former duties but not the latter.

The Spanish report, on the other hand, sees the marketing executive as having merely promotion and publicity duties. In view of the complexity of this executive, a few explanatory notes are provided at the end of this section.

The marketing executive:

- oversees the compilation and processing of data and analyzes the demand, products and competition;
- formulates strategies on marketing and on the specific features and optimization of the image of the enterprise and its products;
- helps with setting up product, price and promotion policies, checking that those policies are in line with the requirements of the segments of actual and potential demand at which they are aimed, proposing schemes and changes as necessary to improve the situation;
- identifies, analyzes and proposes new market prospects;
- coordinates the use and content of internal and external tourist promotion and communication instruments, ensuring that there is maximum synergy in their impact on the existing and potential market;
- decides on and supervises the production of literature and brochures, in cooperation with specialist agencies and experts;
- sets up and implements promotion, publicity and public relations campaigns;
- maintains and promotes relations with existing and potential clients, intermediaries and the media;
- takes part in promotional or commercial events;
- manages his own department and checks on its efficiency and costs;
- trains, motivates, coordinates and supervises his own staff.

(P2) — Tourist Courier

In addition to the obvious basic duties, France stresses the responsibility of the courier for monitoring the quality of ancillary services rendered by their providers and for group leadership during travel from one place to another.

The tourist courier:

- accompanies and assists travellers on their journeys between different places and exerts efforts to make the travel more comfortable, lively, interesting and enjoyable;
- provides information on the places through which visitors are travelling;
- checks on the quality of services provided by intermediaries, taking the necessary steps in the event of problems or errors by intermediaries;
- supervises the safety of clients and helps them with travel formalities;
- upholds the interests of clients and the organization he represents.

(P3) — Information Officer

The general view of this practitioner is that he is an incoming agent, in other words that he is the representative of the travel producer in the destination resort. Only in the Italian and to an extent the Greek report is he seen as an independent operator whose duties are essentially associated with defining the provision of facilities and with the tourist resort itself.

The information officer:

- arranges for the reception of visitors and plans for activities, schemes, meetings and excursions that will help to make visitors' stays more satisfying and enjoyable, enriching their holiday and improving their relations and contact with the local area and the host society;
- compiles and organizes information on the places in which he operates, creates and maintains good relations with the suppliers of services, those responsible for local cultural, social and tourist facilities, public bodies and any other parties interested or involved in the provision of schemes or activities of interest to tourists;
- establishes and maintains contact with individual tourists and groups potentially interested in his services, organizing the necessary structures to promote and implement them, or works in bodies that may or may not have profit-making aims;
- trains, motivates, coordinates and supervises his own staff.

(P4) — Tourist Activity Organizer

Apart from the basic duties of the organizer, all national monographs except for the Spanish stress his task of acting as interpreter and practical arranger of schemes designed to fulfil visitors' expectations of their holiday, with a view to achieving maximum customer satisfaction.

The tourist activity organizer:

- arranges recreational activities and promotes interaction among guests so that they get to know each other, enjoy common activities and form a pleasant "holiday group";
- to this end, arranges group meetings, games, competitions, quizzes, sports competitions, small shows and other similar initiatives, encouraging guests to join in and create a holiday atmosphere that meets their expectations and reflects the image and style of the establishment where the activities are being organized.

(P5) — Tour Guide

The countries do not differ to any extent as regards the content and role of the tour guide. There is only one special feature: in the German monograph, the guide is seen in different ways depending on the type of tourist demand he is called upon to satisfy.

The tour guide:

- accompanies individuals or groups on visits to tourist attractions;
- explains and describes features of tourist, artistic, cultural, historic and environmental interest in the locality, providing information on its traditions, economy, folk traditions and population;
- provides information on the places to visit, premises to patronize and objects to see or buy;
- answers questions put by the tourists he is guiding and helps them to solve any minor problems that may arise during their visit, giving them the best possible advice, watching over their safety and helping them in their dealings with the host society;
- ensures that the activities planned are properly run and checks on the services rendered by suppliers and intermediaries, upholding the interests of visitors and the organization he represents.

(P6) — Consultant on Franchising and Company Aggregation

In view of the complexity of this practitioner, a few explanatory notes are provided at the end of this section. (See page 81.)

The franchising consultant:

- encourages, proposes and promotes the aggregation of enterprises with a view to forming groups, consortia, cooperatives, franchising networks and centralized services for shared use by a group of enterprises;
- studies and analyzes demand, competition and the operating conditions of an enterprise to identify which are the optimum prospects on the market for bringing those processes about;

- defines and describes specific schemes to implement those processes and, in setting up the schemes, analyzes their feasibility and uses them as catalysts to promote the interests of public-sector agencies, providers of tourist services and investment groups;
- provides technical support for their launching and implementation and promotes the relationships needed for the implementation of their product and marketing policies;
- trains, motivates, coordinates and supervises his own staff.

(P7) — Development Executive

In view of the complexity of this practitioner, a few explanatory comments are appended to this section.

The development executive:

- formulates, defines and supervises the development and product policies for tourist areas, resorts and projects and contributes towards the formulation and implementation of marketing relating to these policies;
- organizes events and takes responsibility for reception, information and arrangements;
- draws up tourism development projects and analyzes the technical and financial feasibility of tourism investment projects submitted by third parties; verifies their content in the light of regulations, expresses opinions on applications relating to the projects and directs interested parties towards the most appropriate sources of funding;
- cooperates with tourist enterprises in the area; creates synergy among tourist enterprises operating in the area of responsibility and works for the aggregation of public and private bodies with a view to developing tourism;
- arranges for contacts with intermediaries and public bodies providing services of substantial interest to tourism that makedecisions and adopt measures, influencing tourism viability and opportunities in the area;
- compiles, processes and analyzes facts and figures on demand, tourist enterprises, tourist products and competition;
- arranges for the administration of his own department and monitors its efficiency and costs;
- trains, motivates, coordinates and supervises his own staff.

Explanatory notes on practitioners P1, P6 and P7

Among the typical "inter-compartmental" practitioners (people who combine a specialist functional skill with sector-specific expertise), special mention should be made of the marketing executive, with responsibility for communication on and the promotion of tourism, the development executive, responsible for feasibility analysis and the franchising consultant. The first of the three is viewed as a multi-skilled practitioner to be found in hotels, large travel agencies, tour operators and tourist offices or as an outside consultant. For this reason his and the other two practitioners' roles have been described in the data sheets by fewer references to their in-company activities than is the case with the other practitioners.

A review of the particulars provided by the various countries shows that the development executive is seen mainly as a professional consultant, working for tourism development and promotion boards. This description, however, means that his work partly overlaps with that of the "marketing executive".

In describing his tasks, the existence of the other professional has been disregarded, as has the fact that two separate practitioners in fact operate simultaneously within tourist boards, since they are considered both with "product" policy and "marketing" policy.

As will be discussed in greater detail, this has meant eliminating certain instances of overlap in the final part of the data sheets.

The franchising consultant's profile has, therefore, been modified.

It should be borne in mind that these are three new professionals, whose profiles are gradually being consolidated and becoming more clearly defined in this period of radical structural and functional change in the European tourist system following a period of downgrading.

Trends on the tourist market

Over the course of time there have been major changes in world tourism, mainly due to its economic growth and its steadily increasing impact, influencing and on occasions bringing about changes in patterns of individual behaviour. Tourism is the only "industry" to emerge unscathed, or almost unscathed, from the major, recurring crises affecting other sectors of the economy. It has seen a marked increase in the number of tourists, annual turnover and the number of people employed in the sector.

Other trends are harder to quantify but are becoming increasingly evident. Tourism has made a significant contribution to the economic and social development of marginal rural areas, which have to an extent been revitalized by agri-tourism and rural tourism. Many historic cities have also attracted growing interest as a result of the higher demand for cultural tourism. On the social level, tourism has made a not inconsiderable contribution to integrating cultures and life styles. When one looks more closely at tourism — at one and the same time a mass and an individual phenomenon — one finds it at the centre of a circular process: some of the major pressures on tourism are exerted by changes in the social and economic fabric, and in turn tourism brings about other changes in the environment in which it is generated or towards which it is directed.

It is in this self-generating circular process that we can discern trends that need to be identified if we are to understand the ways in which the market is developing.

In the course of research, attention has deliberately been focused on these themes, because any future trends and changes in tourist products have immediate implications for the demand for new skills among employees, and therefore for the desirable content of those employees' training in the near future.

This is a strategic factor, and on it depends to a great extent the prospects for survival of individual enterprises and the development of the tourist system as a whole.

A major feature of the tourist industry is the human factor, on which its quality depends a good deal. The tourist operator must combine specific technical expertise with skills in human relations, psychology and behaviour that help to determine the type and quality of the tourist product.

The salesman/producer seems to be someone who has not only management and production responsibilities but also the responsibility for deciding on the quality of what is provided. In certain respects this makes the tourist industry unique and, within that industry, it makes the role and work of its human resources a central and vital factor. These levels of responsibility imply a need for thorough, targeted training, for the good of the tourist enterprises, the people they employ and, in the final analysis,

the industry as a whole. The content of training must be such that the trainees acquire not just technical and specialist skills but also the vitally needed managerial skills.

Employment and its qualitative and quantitative aspects

In the seven national contexts covered by the research, the tourist industry — seen as consisting of three components: hotel/catering, travel agency and organization and the public-sector professional component — currently employed some 5,600,000 people, including employees, owners working in their own firms and independent professionals.

This figure should, however, be seen as only a an indicator of employment potential in the tourist industry. With the variety of national statistical survey systems, their differing approaches and in some cases the differing research objectives that the national statistical centres set themselves, the figures are not sufficiently comparable for detailed studies on the use of manpower in tourist enterprises, historic employment trends or the relative functions of employees within those enterprises.

Certain qualitative features common to all the countries taking part in the research could, however, be inferred from the reports submitted.

The first common factor is the scale of hotel enterprises: from 70% to 90% of the total accommodation available is concentrated in small and medium-small hotels, those employing fewer than 10 people and in which a substantial amount of the work is done by the entrepreneur and members of his family. The seven national monographs point up other common factors:

the highly seasonal nature of the demand for manpower, which is closely correlated to the seasonal nature of tourist demand. This factor reaches a very high level in all the countries in the research pool, whether they import or export tourists. There is, however, a current tendency towards a change in the employment policy adopted by enterprises. The United Kingdom points out that there has been less recourse to "seasonal workers" because of the dwindling demand in certain periods of the year and changes in the recruitment strategies adopted by employers, who are increasingly concerned to retain skilled manpower in their own firms.

·the high proportion of women employed in hotels and catering. This tendency is due to:

1) most of the jobs available being less than full-time and therefore convenient for women with family responsibilities,
2) the job content being to a considerable extent of a domestic nature,
3) a tendency to accept the wages paid even though they are fairly low, as they are regarded as supplementing the family budget.

All this may not be the full explanation for the trend, which assumes different forms and has different implications depending on the social, economic and legal context in which it arises.

the steadily rising number of jobs in the industry. In the hotel and catering trades, there has been a marked trend towards the creation of new employment.

The reasons for this trend, which contrasts sharply with the average employment trends in other major economic sectors such as agriculture and industry, lie essentially in two factors: the first is the constant growth in tourist product consumption in every country, for leisure, holiday and other purposes; the second is internal to the system and is closely associated with the nature and methods of creating and providing hotel and catering services. In the provision of such services, the factor that determines their quality is the human element, the intermediary and point of contact between the physical structures of the hotel or restaurant and the people acquiring those services.

This dynamic growth in the number of jobs offered by employers is not, however, matched by a similar growth in the supply of manpower. The whole sector is suffering from two serious problems: the highly seasonal presence of guests and employees and the high turnover of employees, together with the fact that young people are leaving the industry in certain countries (such as Italy). This means that a large body of people employed in the industry work only temporarily, preventing profitable recourse to training, especially for low-skilled jobs.

The decline in the number of people taking up jobs and the high turnover are due to a combination of negative factors, clearly evidenced in the UK report:

- unsocial working hours
- low wages and difficult working conditions
- shortage of training and lack of career planning
- absence of motivation and job satisfaction
- an empirical rather than managerial approach to running the enterprise

For these reasons, the prospects of replacing or recruiting new manpower are steadily declining as well.

With regard to travel organization and agency work, the national reports show that small and medium-small agencies, those employing fewer than 10 people, prevail on the market, accounting for approximately 70% of the total number of agencies operating on the various national markets. There are, however, no further quantitative data and it is extremely hard to arrive at any useful conclusions for the purpose of this report.

The average age of employees is very low, probably due to the spiralling growth rate in the number of agencies, attracting large numbers of young workers to the sector.

Unlike the hotel and catering trades, the world of travel agencies does not suffer from the negative factors that discourage new employees. On the contrary, the sector enjoys a highly dynamic image, offering substantial career prospects within agencies and mobility in the business as a whole. All this is obviously a powerful attraction to people looking for their first jobs, and is part of the reason for the youthfulness of employees there. Here again, women account for a high proportion of manpower, although the rate is lower than in the hotel/catering trades. There is little recourse to seasonal workers. The Spanish report shows, in this area, that the small proportion of seasonal employment that does exist differs depending on the type of agency: in Spanish producer agencies, only 4.8% of all employees are seasonal, whereas in retailing agencies (those dealing solely in the sale of travel, not its production), this percentage rises to 10% of the total work force. The figures are undoubtedly specific to Spain, but they are indicative of a trend that, to a lesser degree, seems to affect the whole "European" travel agency business.

Trends in tourism supply and demand

Looking also at developments in the provision of tourist services, it is useful to analyze the trends in individual sectors. In the hotel and catering trades, the data analyzed show that the number of enterprises operating in the market differ in individual countries. In certain countries, Italy for example, the number of hotels is decreasing, a trend that is very likely to continue in the near future. In other countries such as Greece and Portugal, the opposite is occurring, with a constant growth in the total number of hotels over a period of time; here again, the trend is expected to continue over the next few years.

Given these differences, however, individual reports point up a common factor: the steady increase in the number of enterprises of medium and medium-high quality.

This is not just a growth in absolute figures, but also in average size, expressed as the number of beds.

Other common factors are:

- a general improvement in the quality of hotel and catering services, due partly to expectations of growing competition and therefore the effort to become more competitive on the market by implementing policies on improving the quality of services offered;
- the entry into the market of non-tourism operators who wish to diversify their fields of investment (especially property developers);
- the creation of integrated tourist centres in which hotels are just one of the services offered;
- the entry into various national markets of foreign companies and large-scale international chains;
- the ever growing use of new information and communications technology within hotels.

In the tourist agency field, all the national reports show the general tendency towards an increase in the number of agencies operating on the market. In certain countries (Italy, for example), this increase has almost reached its peak and the number of new agencies opened is expected to level off. In others (Greece and Portugal), the growth trend seems to have just begun and it is expected that there will be further scope for growth for firms intending to embark on this business.

Certain reports (the Portuguese and Italian, for example) stress the introduction and use of information and communications technology in the travel agency business, and the effects on the organization of travel agency work. In small and medium-sized agencies which, as pointed out, are the mainstay of the whole travel business, new technology has led to the appearance of practitioners with a wide range of knowledge and skills, able to tackle a whole variety of tasks. Where computerization is still not complete, information technologies will certainly play a key role in the development of this sector and in the professional skills of its employees. Typical of the travel agency area are all those technological innovations that have come into being in the field of information management, processing and transmission. One example is the European remote bookings and ticketing system developed by the Amadeus consortium, in common with Galileo and Sabre and the American C.R.S. networks. The coverage of these networks will be increasingly comprehensive, with a growing potential for the real-time transmission of a large volume of information throughout the world, thus creating a new relationship between vendors and consumers and

resulting in the development and adoption of new sales techniques. With viewdata techniques, fresh thought will increasingly be given to the supply of certain services, for example remote viewing for the choice of travel arrangements, consulting electronic travel brochures and the development of a new method of marketing tourist enterprises. This will also affect the hotel business, hitherto reluctant to adopt the new technologies.

In large travel agencies and tour operators, information and communications technologies have affected, and are likely to continue to affect, the organization of work, and their effects will differ from those on small concerns. It is predicted that the roles of employees will become highly specialized, but not that new practitioners will come into being.

Another factor affecting the world of tourist product brokerage is the integration of production with sectors outside agency work. The aim here is to eliminate the need to acquire basic services from several suppliers by bringing them together under a single provider. Typical of the agency production cycle is the assembly of complementary services from different economic sectors under a single label, for example the services rendered by carriers in the travel business which, in the final analysis, are competing on the same ground as the travel services typically provided by travel agencies.

A different case is that of tour operators taking holdings in hotels and/or carrier companies for the obvious purpose of eliminating from the production cycle those operators which, having different management and organizational objectives, might create a danger of a decline in the quality of services provided; another purpose is to take advantage of the economies of scale arising from the processes of aggregation.

Another feature common to the whole of the travel agency market is the internationalization of markets. International competition over the next few years is likely to become an ever more pressing consideration in defining market structure. The influence it exerts will, on the one hand, stimulate an improvement in the vocational skills of employees and, on the other, create considerable impetus for the adoption of market policies that depend not on price competition but rather on offering high quality and highly innovative products.

The improvement in the quality of hotel and agency products will be one of the key points in the development of a European system of tourism.

In consequence, the following can be expected in this sector in the near future:

- *a growing awareness among many enterprises of this need, leading to the introduction of standards, procedures, quality circles and quality assurance programmes*;
- *an extension in the concept of the global tourist product, which will no longer be confined to the elements included by tour operators in setting up package travel*;
- *definition of an exportable quality policy, the aim being to adapt equipment and services to demand from foreign clientele.*

These aspects have been described in all the reports and in certain cases, in the Portuguese monograph for example, quality improvement policies are regarded as the main resource available to small and medium-sized enterprises in facing up to the growing international competition. The increase in the quality and volume of international competition also seems to be influencing the development of national and international chains of both small/medium-sized and large establishments, often taking advantage of the prospects opened up by instruments with vast potential such as franchising. The Greek and Italian reports refer to this trend, predicting that the person of the franchising consultant will become very common in the years to come. In general, it could be argued that the providers of tourist services will be more inclined to respond to the information and demand reaching them from the market. For example:

- *the products on offer will be more diversified and targeted to specific segments of the market*;
- *greater weight and importance will be attached to the existence of sports and entertainment activities*;
- *the enterprise's ability to adopt advanced marketing techniques will become strategically relevant; it will need to use marketing instruments to identify and keep abreast of the constant changes in consumer tastes and wishes.*

This vital role of marketing in the tourist service production cycle is highlighted in two reports in particular, the French and the Italian. The French report argues that the development of marketing methodologies will be directed towards the whole system of tourist and entertainment activities, whatever the size, legal status and business of the enterprise.

The foreseeable consequences may be summarized as follows

- the need for employees to acquire new knowledge and experience, varying according to their level of responsibility in the enterprise, and covering widely differing fields:

- the ability to handle contacts with clients;
- familiarity with the demand so that new products can be created and old products adapted;
- more thorough canvassing of clientele;
- quality management of services sold direct and of other products for which the enterprise acts as an intermediary or that in any way forms part of the production cycle;
- specialization of certain enterprises and some of their staff in specific products and markets.

The Italian report goes beyond what is in some ways the traditional concept of the marketing function hitherto adopted, pointing to its possible application in conjunction with sophisticated technologies and information methodologies. In addition to the use, which has now become the norm, of air travel booking and ticketing networks, it would be realistic to predict that computers will no longer show just the rates and availability of air travel but also similar particulars for all the other tourist services, together with information on and pictures of the destination areas and resorts and the holiday packages offered by tour operators and tour organizers. In the near future, tourist services that do not appear on computer network terminals will cease to have contacts with the whole world agency system. Hotel chains and large tourist enterprises have already taken the necessary steps in this field. To avoid being left out of the market, the whole system of small and medium-sized tourist enterprises will have to organize itself in such a way as to avert this risk. It can do so only if the authorities intervene in its support, both because the investment needed at inter-enterprise level is very substantial and because the small and medium-sized establishments in minor tourist centres can be neither promoted nor marketed by communications technology in isolation from the area in which they operate. This means that the public-sector tourism network must also be computerized: the four elements — information, promotion, marketing and bookings — must be offered to potential clients on a single channel covering both the territory (choice of resort) and the services it offers (choice of establishments).

The Italian report also highlights two other trends on the market for tourism:

a) the final implementation of the Single European Market;
b) the gap between rising costs and increases in productivity in tourist enterprises operating in the European Community.

a)**The implementation of the Single European Market** will not only have the obvious benefits and disadvantages affecting every sector of the economy but, in the

field of tourism, will create a specific risk: the three key factors in the life of a tourist enterprise in the host country for tourists — capital, labour and customers — may ultimately all come from the same exporting country, which will then be able to manipulate those factors, wiping out (or at least sharply reducing) the importing country's strategic and operating capacity.

Because of a set of factors that need not be considered here (including the small average size of tourist enterprises), most Mediterranean host countries offer far more numerous and desirable attractions than their system of tourist enterprises can cater to. This means that a substantial flow of foreign capital into the sector can be predicted, and it is logical that most of that capital will come from the countries sending holiday-makers to the Mediterranean. But inevitably investment entails strategic and managerial control, functions that are performed by management staff. If the host country fails to offer sufficiently professional, reliable managers, it is likely that those bringing capital from other countries will also bring in their own managers. If the managers fail to find heads of department and staff with the sound qualifications that they need, they will in the end recruit them in their own countries. The particular importance in tourism of affinity of language, culture and character (not just between owners and staff but also between staff and the clientele) makes this process far more common in tourism than in other sectors, and the fact that the demand originates in the same place makes the problem even more delicate and risky.

With the advent of the Single European Market, the quality of vocational training — at every level, but above all at managerial level — becomes of vital strategic importance to the tourist industry of host countries, because it affects not just their ability to react to the keener competition but also the practical potential for forestalling a dangerous economic colonization of the tourist business, as discussed above. This reinforces what has been pointed out at the end of the previous section regarding the need to give greater impetus to vocational training for the tourist industry in Mediterranean host countries, and the need for the stress on managerial skills.

b)**The gap between increases in costs and increases in the productivity of tourist enterprises** is another fundamental factor in current trends on the market. The European socio-economic system is developing rapidly, and the social concessions won by workers in sectors where technological innovation has reached a higher level (in terms of wages, conditions, working hours, etc.) will inevitably be reflected in other sectors. Tourist enterprises cannot offset this rise in labour costs and contributions (taxes, social security payments, etc.) by increasing their productivity, because technological innovation has only a secondary role in this type of enterprise. This

steadily pushes up operating costs, detracting from competitiveness and pushing such enterprises out of the market. Although the development of the socio-economic system pushes up the social, fiscal and labour costs of tourist enterprises, at the same time the infrastructure, services and more modern working conditions it creates help to bring down operating costs (provided that the tourist enterprises are able to take advantage of them).

Tourist enterprises can take advantage of these reductions, arising from external economies or economies in the system, by going outside for certain services or certain phases of their work: they can sub-contract them to outside specialist firms which can provide the services more economically because they are specialized and organized on an industrial scale to serve a large number of client enterprises needing the same services. One of the first services to be "contracted out" by hotels and restaurants was laundry work. This was followed by whole phases or departments of the kitchen service (baking, patisserie, ice cream and pre-washed, pre-portioned, pre-processed and even pre-cooked foods), the back office (general and tax accounting), storeroom management, etc. Today many other services — engineering, computerization, many phases of marketing, even cleaning (obviously the non-routine cleaning service provided once a week or once a fortnight, with in-house employees merely doing the day-to-day cleaning and tidying) — are being contracted out to specialist firms who can provide the services at less than the cost incurred by the tourist enterprise if it were to do the work in-house. In certain countries, a tourist establishment is unlikely to be leased unless the would-be manager produces a contract showing that the routine and extraordinary maintenance of the property and equipment has been contracted out to a firm that guarantees to return the leased premises in perfect condition. It should also be pointed out that, in contracting out services, the tourist enterprise's fixed overheads tend to change into variable costs. This is undeniably a considerable advantage for the very many tourist enterprises in the Mediterranean that open on a seasonal basis.

All the variations and changes in the provision of tourist services that have been analyzed up to this point reflect specific changes and trends in the demand for tourist products. All the national reports consider this point and identify the precise ways in which it seems that the structure of the tourism market is changing.

Although individual reports start with different hypotheses, they agree as to certain factors of change. As clearly and concisely stated by the Portuguese report, the changes in demand will be marked by:

- a diversification in the origin of the flow of tourists, with profound changes in tourist preferences, habits and motivation (active, personalized holidays, contact with nature, the discovery of unknown places, etc.);
- tourists becoming increasingly demanding in terms of quality and information;
- a broadening of demand to new sectors of the community;
- an increase in the number of tourist resorts due to their political, economic and cultural attractions.

Each of these factors is very important when it is analyzed in light of the changes in the tourist product it implies. The providers of tourist services have no option but to respond to these trends if they are to survive in the economic future of the European Common Market. At the same time, this means that the "people involved" in production must change, as well as their vocational skills, the way they perform their tasks and the knowledge serving as a foundation for the work they do.

In the final analysis, it is the task of vocational training to gather this information and convert it into instruments that will enable workers to integrate successfully and progress in this vital sector of production.

Training for careers in the tourist and hotel industry

The configuration of the tourist and hotel industry in the different national settings is in fact comparable. The nature of tourist products is to an extent typical, in that the assumption is that consumers are mobile and come to the provider of the service. This mobility makes it possible to compare the quality of service and therefore generates a certain uniformity of expectation as to fairly clearly defined quality standards. A tourist who opts to stay in a three-star hotel, whether that hotel is in Greece or Ireland, has a picture of the service in mind, and therefore an expectation of a certain standard, and he will be disappointed if that expectation is not met, i.e. the standard of a three-star category hotel. Furthermore, it is increasingly common for tourist and hotel enterprises to organize as a "network" using shared central services, an additional impetus for standardizing the type of service they provide.

The tourist industry in Europe has similar structures for its production and the organization of labour, which has been part of the reason for choosing the tourism sector as the field for this research on job profiles.

While the production sector itself is relatively homogeneous, the same cannot be said of the training systems and routes leading to training qualifications. Their diversity is due to the diversity of the national systems of vocational training and also certain features specific to the tourist industry in the different economic, social and cultural environments in the seven countries included in this research.

Factors influencing vocational training

Although differences exist in the national vocational training itineraries, we can perceive certain common factors influencing the development of vocational training:

a. **Diversification of the flow of tourism and of tourist products**: the flow of tourism tends to differ depending on the origin of tourists (the trend towards a worldwide spread of tourism), the social group to which tourists belong and the type of demand. This diversification entails an ever greater diversification in the tourist product on offer (cultural, political, health resort or ecological tourism, etc.). This naturally creates a need for new vocational skills and is leading to a new type of training provision.

b. **The technological upgrading of the tourist service**: with the pervasiveness of new technologies, especially information technology, the tourist and hotel industry is also being affected. Both the agency and the catering/hotel trades are being computerized, from their bookings and sales systems to the "intelligent

hotel". The need to update or work on a new form of vocational expertise is being felt at both the administrative management level and on the marketing and production side of the tourist and hotel enterprise.

c. **Developments in production strategies**, particularly as regards the development of "chains" and the increasingly common practice of small hotels to be managed as part of a "network", are creating new needs for managerial and other skills, especially in the field of sales and marketing.

In addition, the likelihood of keener competition is making people aware of the ever more strategic role of vocational training, in that human resources are the foundation of the tourist and hotel industry.

These factors are bringing fresh impetus to the demand for and provision of training, but there are other specific features of the sector that have the opposite role, with a negative or restraining effect on the development of vocational training:

a - the seasonal nature of tourist flows;
b - the wide geographical dispersion of providers;
c - the prevalence of small and very small family concerns and the rarity of supra- or inter-enterprise vocational training structures;
d - the poor image of certain job skills.

a) **The seasonal nature** of tourist flows is a negative factor, and the tourist industry is trying to deseasonalize its work by setting up forms of tourism less dependent on the weather (especially cultural and political tourism). Nevertheless, tourism is still seasonal today, one of the results being a rapid turnover in staff, who are poorly trained and have little motivation to train for or to enter the tourist industry as a career.

b) **Geographical dispersion**, i.e. the wide geographical spread of the tourist industry, makes it difficult to reach centres providing vocational training. It is no coincidence that the tourist industry is an ideal sphere for the use of open and distance methods of training[1],

c) **A prevalence of small firms exists**, in other words firms on a small scale that are commonly family businesses, where the owner often manages the many functions in the firm. Such entrepreneurs tend to look on training more as a cost than as an investment, especially as they have often reached the top of their small firm by working their way up (waiter — head waiter — small entrepreneur) and their training is on the whole experience-based.

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(1) *For example, see the experimental project promoted by CEDEFOP under the name of the "Archipelago Programme" with a view to management training for small tourist and hotel enterprises.*

d) **The poor image** of certain skills, something also linked with the nature of the sector, which to an extent makes use of low-skilled or unskilled manpower.

Even so, the tourist industry in Europe is aware of the economic contribution that it makes or might make and is tending to step up its own investment in vocational training. At the same time, the authorities realize the growth potential of tourism, especially in local areas that are finding it hard to establish themselves on an economic footing or that are having to restructure, and they are tending to increase the incentives for and provision of vocational training.

The provision of vocational training

The tourist industry characteristically has a multitude of job skills that differ in type and level: technical skills typical of the industry, technical skills that in part relate to the sector, technical skills that do not relate to the sector; skills entailing vocational, discipline or sector-specific knowledge at a high level; and vocational skills entailing a low level of vocational knowledge, or none at all.

As already pointed out, the national routes to vocational training vary greatly, in the tourist industry as elsewhere, and it is hard to arrive at common typologies. There are, however, certain common lines:

Technical and industry-specific training is provided by public-sector training bodies or trade associations. Manual and semi-skilled qualifications are usually acquired, following the end of compulsory school education, through the dual system, apprenticeship or vocational courses incorporated in the technical education system. Technical qualifications at an intermediate level are generally obtained by attending training establishments that specialize in the industry, such as the "tourist lycée", "hotel school" and so on. These courses normally lead to technical diplomas at the level of upper secondary school-leavers or the equivalent.

Management training is a separate issue. It is certainly the focal point for public and private investment in vocational training, and is differentiated according to whether it is for management on a small or large scale. The training for a manager of a small firm tends to be more practical, being linked with a career in which the person suddenly rises from work at a lower level to the work of manager. This means that in the future special attention will have to be devoted to continuing training for small tourism entrepreneurs if their management background is such as to cause them to drop out of the system of small tourist enterprises — which, as has been pointed out, account for most of the tourist industry.

Managers of medium-sized to large enterprises, if their work consists of general management, are almost always trained at ordinary university courses specializing in a general subject (economics or business studies). If their work is sector-specific management, they tend to take the special management training which is increasingly being offered by university bodies specializing in a given industry, either public or recognized by the authorities, and offer advanced, university-level diplomas. This has been found in all the national contexts covered by the research except for Greece, where such sector-specific university studies are still in the planning stage.

The demand for vocational training

It is harder to categorize the demand for vocational training. The tendency is towards growth in the volume of demand, especially for initial training, above all with a view to obtaining medium- to high-level technical and sector-specific skills. The demand is for continuing training in certain specialist fields where the effects of technical and technological change are making themselves more keenly felt. In the national settings covered by this research, it is generally pointed out that there is little motivation for vocational training,. This is partly because of the tendency among employers, especially small employers, not to regard job qualifications as a prerequisite for recruitment but to prefer job experience. As an example, in the United Kingdom it is estimated that only 10% of managers have a specific qualification, and that 94% of the people employed in the tourist industry have no recognized qualification. The substantial proportion of unskilled workers among employees, the family running of enterprises, the seasonal nature of the work and staff turnover are all factors that adversely affect the quantitative and qualitative growth in the demand for vocational training in this sector.

Trends in vocational training in the sector

Besides the widespread tendency towards an expansion in the volume of demand for and provision of vocational training, the following have been reported:

a. a quantitative growth in the provision of training targeted at management for the tourist industry;
b. an upgrading in the provision of management training, due to the tendency towards more specialist university courses or through the establishment of university institutes specializing in advanced tourist studies;

c. the tendency to provide training at intra- and inter-enterprise level for chains of small tourist and hotel enterprises;
d. in the content of training, a tendency to opt for business/technical studies rather than operational/technical training. Technological studies, in particular information technology, are being seen as an integral part of specialist vocational expertise. Language learning is regarded as ever more vital for all types and levels of skills.
e. distance learning methods are gradually spreading, especially in the case of thematic training modules and those designed to promote the continuing training of people already in employment;
f. vocational training will be increasingly required to support not just the changes brought about by production policies and technologies, but also the growing internal and external competition faced by the tourist industry. In this respect, training in the tourist industry is likely to assume a strategic role in the industry's growth.

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This report is based on the seven national monographs produced under the "Directory of Job profiles" project. The monographs have been drawn up by seven research institutes specializing in the field of tourism:

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Glossary of some of the terms used in the report

Practitioner	a person performing a function whose work is identified by the role he is called upon to perform as part of the working process
Occupational function	the set of homogeneous activities that have to be performed to achieve certain objectives, within a working process
Thematic module	Vocational expertise: the body of knowledge that can be a **thematic module** brought together in a single training unit, corresponding to a body of occupational tasks that have been identified in an actual production process
Job profile	the set of features characteristic of a practitioner, i.e. the body of tasks that have to be performed regarding the role assumed and the general, occupational and industry-specific skills needed in performing those tasks
Job expertise	the set of knowledge, abilities, aptitudes and behaviour patterns directly associated with the performance of the job

CEDEFOP (European Centre for the Development of Vocational Training)

Occupations in the Hotel Tourist Sector within the European Community - A Comparative Analysis

Giovani Peroni
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